



# FISCAL YEAR 2008 ANNUAL REPORT

*“Opening Doors and Creating Opportunities  
for Minority-and Women Owned Businesses.”*



**Deval L. Patrick**  
**Governor**

Timothy P. Murray  
Lieutenant Governor

Leslie A. Kirwan  
Secretary for Administration and Finance

Ellen Bickelman  
State Purchasing Agent

Gladymar Parziale  
Acting Executive Director  
Affirmative Market Program



# FISCAL YEAR 2008 AFFIRMATIVE MARKET PROGRAM ANNUAL REPORT

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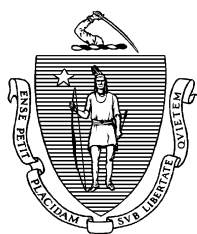
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**DEVAL L. PATRICK**  
GOVERNOR

**TIMOTHY P. MURRAY**  
LIEUTENANT GOVERNOR

May 2009

Dear Friends:

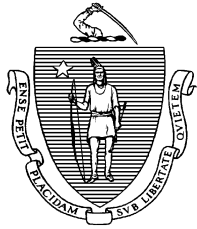
I am pleased to highlight the many successes of the Affirmative Market Program (AMP) in public contracting for fiscal year 2008. This report includes all executive branch departments and authorities that participate in the Affirmative Market Program throughout the Commonwealth and provides a brief narrative of their progress. As you are aware, the Affirmative Market Program has provided opportunities for minority and women-owned businesses and the entrepreneurs to achieve successful participation in the state contracting system. We have made great advances in the elimination of barriers, thereby encouraging businesses to grow through state contracting.

The Affirmative Market Program has tracked the spending of participating state entities with certified Minority and Women Business Enterprises and reports an increase in final expenditures from the previous fiscal year. The AMP reports a \$60,265,042 increase or 12% growth for contracting in goods and services in combined spending with M/WBES, from \$488,672,661 in fiscal year 2007 to \$548,937,703 in fiscal year 2008.

My Administration is dedicated to ensuring that all state agencies implement the mission and objectives of the Affirmative Market Program by applying initiatives that allow for economic opportunities and business development, which ultimately diversify our workforce. We will continue to seek business partnerships for every citizen throughout the Commonwealth of Massachusetts.

Sincerely,

A handwritten signature in dark ink, appearing to read "Deval Patrick", with a large, stylized flourish at the end.



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE  
STATE HOUSE, ROOM 373  
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DEVAL PATRICK  
GOVERNOR

TIMOTHY MURRAY  
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SECRETARY

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May, 2009

To: Members of the General Court, Cabinet Secretaries, Agency Heads, Affirmative Market Program Coordinators and Purchasing Agents

It is with great pleasure that I present to you our annual Affirmative Market Program (AMP) report for Fiscal Year 2008, highlighting the program's accomplishments in promoting the advancement of Minority and Women Business Enterprises (M/WBEs) in public contracting. This is the 18<sup>th</sup> year of the AMP, which continues to make progress in fostering a diverse labor force and economic opportunity in the Commonwealth. The Affirmative Market Program was selected for the "Government Advocacy of the Year Award" for Minority Enterprise Development (MED) week and was recognized by the Insight Center for Community and Economic Development for their mentor-protégé program and for being one of the most effective and innovative M/WBE procurement programs in the country.

Promoting access and opportunity in state contracting is a core mission for the Patrick-Murray Administration, carried out in part through continued commitment to the goals and objectives of Executive Order 390.

I am pleased to announce that in FY08, combined SOMWBA certified minority (MBE) and women-owned businesses (WBE) expenditures in commodities and services increased by \$60,265,042 or 12% from FY07 totaling \$548,937,703. MBE expenditures in FY08 increased by 1% above the previous years spend totaling \$206,513,037 and WBE expenditures increased by 21% above previous years spend totaling \$342,424,666. There is more work to be done, and we will work hard to expand on these successes and reach even higher milestones.

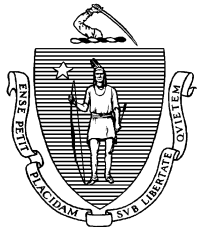
As we continue to address the fiscal challenges that lie ahead, we will move forward resolutely with initiatives to address the business concerns of the AMP and its participants, the small, minority and women business communities. The AMP and its objectives have become part of the infrastructure of doing business with state entities and assuring equal access to the opportunities that the Commonwealth has to offer. As we view the national economic trends with concern for what may lie ahead for our state economy, these commitments are more important than ever.

Congratulations to the Affirmative Market Program on a job well done, and best wishes for new achievements to come.

Sincerely,

A handwritten signature in black ink that reads "Leslie A. Kirwan".

Leslie A. Kirwan  
Secretary



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DEVAL PATRICK  
GOVERNOR

TIMOTHY MURRAY  
LIEUTENANT GOVERNOR

LESLIE KIRWAN  
SECRETARY

May 15, 2009

Re: FY2008 Affirmative Market Program

I wish to congratulate the Affirmative Market Program staff – Gladymar Parziale, Maria D. Gonzalez, Donna Fleser, and Ellen Phillips on another successful year.

Fiscal year 2008 tabulations indicate that expenditures for goods and services with minority and women business enterprises increased by 12%, or approximately \$60 million, from FY07 to FY08. Total dollars expended on goods and services with minority and women business enterprises totaled about \$548.9 million.

As impressive as these numbers are, we know that we can do better. Through the “Access and Opportunity” effort, we will work to make minority and women-owned firms more aware of contract opportunities by improving the flow of information to, and the coordination of effort between, the Operational Services Division and the State Office of Minority and Women Business Assistance (“SOMWBA”). We will build on existing efforts and continue to put the “A” for “Assistance” back in SOMWBA. Through these efforts, certified firms will have greater access to technical assistance and capacity building programs. Finally, we will challenge ourselves to understand where and how current policies and/or practices may have the unintentional effect of working against our objective of open competition. Where we identify any inconsistency, we will work to implement the necessary modifications.

***“Equity of opportunity is not the enemy of efficiency; it is the promise of democratic governance.”*** This simple phrase sums up our collective mandate to expend state contract dollars efficiently, especially in these trying fiscal times, while promoting the objectives of equal opportunity and inclusion.

Congratulations to the Affirmative Market Program staff. I look forward to our continued success.

Sincerely,

*Ronald G. Marlow*

Ronald G. Marlow  
Assistant Secretary for Access and Opportunity



**The Commonwealth of Massachusetts**  
**Executive Office for Administration and Finance**  
**Operational Services Division**  
**One Ashburton Place, Boston, MA 02108-1552**



<http://www.Comm-PASS.com>

Deval Patrick  
Governor

Leslie Kirwan  
Secretary

Timothy Murray  
Lieutenant Governor

Ellen Bickelman  
State Purchasing Agent

TO: Gladymar Parziale, Acting Executive Director  
Affirmative Market Program

FROM: Ellen Bickelman, State Purchasing Agent

DATE: May 2009

RE: **Affirmative Market Program**

FY 2008 was a successful and productive year for the Affirmative Market Program as a result of the hard work, commitment and innovation of AMP staff, AMP Department Coordinators, the AMP Business Advisory Board and Executive Departments.

In fiscal year 2008, the combined total of M/WBE statewide expenditures for Goods and Services was \$548,937,703, which represents an increase of \$60,265,042 or 12% over FY 2007 statewide spending. This is a positive indicator that departments continue to be cognizant of their responsibilities under Executive Order #390 and are contracting with certified minority and women owned companies to meet their commodity and service needs whenever possible. This increase is especially important and impressive when considering the economic challenges facing public purchasers and the business community in the Commonwealth. Some additional statistics include:

- FY 2008 MBE commodities & services expenditures totaled \$206,513,037 which represents a 1% increase over FY 2007.
- FY 2008 WBE commodities & services expenditures totaled \$342,424,666 which represents a 21% increase over FY 2007.
- New training opportunities are now offered including a) AMP Basic Vendor Training, b) AMP Intermediate Vendor Training, c) AMP Workshops for Department Coordinators and, d) How to Submit an Effective AMP Plan e) Advanced Board led Business to Business Training.
- AMP is providing technical assistance and outreach to municipalities interested in learning about the program and expanding city and town contracting opportunities to minority and women owned businesses.
- The AMP Business Advisory Board continued its focus on Outreach and Education, meeting with members of the Administration, the Legislature (both House and Senate) and Community Leaders to explain the importance of the AMP and request their support of the program.

I would like to acknowledge the hard work of the Acting AMP Director, Gladymar Parziale, who stepped in to ensure that the important work of the AMP program continues as we transition to a new Executive Director. A special thanks to Ellen Phillips, Deputy State Purchasing Agent and OSD's Procurement Directors, Procurement Managers and support staff whose help and endorsement make the continued growth and success of the AMP Program possible.

I look forward to another successful year of increased opportunities for certified minority and women owned businesses and to working with you and the AMP Coordinators in FY 2009.



**The Commonwealth of Massachusetts**  
**Executive Office for Administration and Finance**  
**Operational Services Division**  
**One Ashburton Place, Boston, MA 02108-1552**



Deval Patrick  
Governor  
  
Timothy Murray  
Lieutenant Governor

<http://www.mass.gov/osd>  
Leslie Kirwan  
Secretary  
  
Ellen Bickelman  
State Purchasing Agent

TO: All Executive Branch Department Heads, Affirmative Market Program Coordinators and  
Minority & Women-Owned Businesses

FROM: Gladymar Parziale, Acting Director, Affirmative Market Program

DATE: May, 2009

I am honored to announce in this annual report another successful year for the Affirmative Market Program (AMP). During FY08 for the first time the program functioned fully staffed and was able to surpass a strong FY07. In addition to the financial accomplishments highlighted throughout the report, I would like to share the following acknowledgements:

- The Insight Center for the Community Development (Insight) in Oakland, CA recognized the AMP as one of the top three Supplier Development Programs in the nation. They found our mentoring program, run by our Business Advisory Board, one of the oldest, largest, and most consistent mentor-protégé programs of any state. To date the program has mentored over 179 SOMWBA certified Minority and Women-owned businesses.
- The AMP was selected by Insight to participate in the Peer State March Program as a mentor to the Office of Supplier and Workforce Diversity for the State of Missouri. This program produced great results for both states.
- The Affirmative Market Program received the “2008 Government Advocacy of the Year Award” during Minority Enterprise Development Week sponsored by Massachusetts Minority Contractors Association (MMCA) and Associated Minority Business Enterprises of New England (AMBE).

These recognitions have come with hard work from the AMP staff which is truly dedicated and passionate about supporting the minority and women business community regardless of the obstacles we may encounter. In addition, the assistance from the AMP Business Advisory Board, Operational Services Division and AMP Coordinators have been key components to our success. Their tireless and selfless efforts have produced strong results at the vendor and agency level. During 2008 we developed two additional trainings, “How to Submit an Effective AMP Plan” and “AMP for Departments”, to further promote understanding and well execution of the program. We have partnered with the State Office of Minority and Women Business Assistance (SOMWBA) to expand outreach efforts and increase M/WBE certification and participation in the state procurement process. Through training and collaboration we are looking to develop a pool of vendors across Massachusetts that are ready and able to successfully bid on state contracts.

I am proud to present the various FY2008 M/WBE spending accomplishments which are highlighted throughout this report. In all these impressive numbers have been results of components that have worked in sync to create a climate of fair competition and opportunities for minority and women owned businesses. There is still work to be done, and despite unprecedented budget constraints and staffing concerns, the AMP will continue to provide support and assistance to our to the M/WBE community.



To: Gladymar Parziale, Acting Executive Director, Affirmative Market Program

From: Patricia J. Vacca, Business Advisory Board Member

Date: May 2009

I am pleased to submit program highlights for FY2008 on behalf of the Affirmative Market Program (AMP) Business Advisory board (BAB). Our mission, as a Board, is to expand opportunities for all SOMWBA certified minority and woman owned businesses (M/WBE) within the Commonwealth's contracting systems. To accomplish this goal, the Board is constantly focused on several initiatives that are the result of input from the AMP coordinators in conjunction with the members of the Board itself. Our greatest success for FY2008 goes to one of those programs. Our Mentoring Initiative was recognized as a nationwide best practice by the Insight Center for Community and Economic Development (Insight) in California. As a result, the Massachusetts Affirmative Market Program (AMP) has been acknowledged by Insight to have the "best practice" for generating bi-partisan support; for the way that AMP trains and works with various state agencies, for the level of participation by the M/WBE community in the AMP Program; as well as for the mentor protégé program, which is one of the oldest, largest, and most consistent mentor-protégé programs in the United States.

In May, staff members from the Missouri Office of Supplier & Workforce Diversity visited with the Affirmative Market Program in Boston to learn about AMP business practice. The Board was invited to speak in Kansas City at the National Convening of State Minority and Women Business Development Agencies and in July, Gladymar Parziale and I made the follow up trip to Missouri. This second step also continued in greater depth the cooperative effort of the State to State Peer Match Program. Meetings were held with the Missouri State Purchasing Agent and with their Assistant Commissioner of Administration in the Missouri Governor's office, with managers of the Missouri certification process, as well as with the staff of the Missouri Office of Supplier & Workforce Diversity. We also spoke successfully to a forum of statewide M/WBE vendors from Missouri to encourage them to join what will become their "Business Advisory Board". We continue to look forward to collaborating with the State of Missouri as they improve opportunities for minority and women-owned businesses within their state.

Another success for the program was that the AMP was selected for the "Government Advocacy of the Year Award" for Minority Enterprise Development (MED) Week 2008 by the Massachusetts Minority Contracting Association (MMCA) and Associated Minority Business Enterprises of New England (AMBE). As part of this initiative, we will also examine alliances to help expand and enhance opportunities for the M/WBE community

At the AMP Annual Fall Kick-Off Event at the Statehouse, Michael Kaye presented the second edition of the book, "In the Spotlight, Successful Case Histories of Minority and Women Business Entrepreneurs". This book highlighted sixteen minority and women businesses that had their own unique inspiring stories. Businesses that were started as an idea and then grew to create over 1,000 jobs, provided goods and services to the Commonwealth and saved the Commonwealth over one million dollars. The book also highlighted three State Agencies that have helped their departments save money and meet their AMP goals. This was accomplished at the same time that these agencies were receiving quality goods, services and fantastic customer service by doing business with M/WBEs.

As you will note after seeing the attached statistics, FY2008 was a successful one for the AMP. The program itself has always had great support from the Operational Services Division, but in the past two years, since AMP has finally become a budgeted program, and was able to add staff, the acceleration in training and growth has become evident. This is a direct result of the Board's Legislative Outreach Initiative. Janet Santa Anna, who heads this initiative says, "It is critical to keep our Legislators informed of the importance and effectiveness of the AMP, especially with the ongoing budget cuts." While we lobby with the help of those legislators who believe fervently in the program to keep the AMP in the budget for FY2010, we will strive to keep the program vibrant. The Board will continue to sponsor the Annual Legislative breakfast as we work with our Legislators to keep the AMP funded.

As part of the AMP program, SOMWBA certified minority (MBE) and women-owned business (WBE) expenditures in commodities and services increased by 21% over FY07.

To those of us on the Board, all of the program's success this past year simply means that we are beginning to make progress. We have much left to accomplish and we look forward to the challenge.

# Affirmative Market Program



**Gladymar Parziale**  
**Acting Executive Director**

## **Executive Office for Administration and Finance**

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# EXECUTIVE SUMMARY

## INTRODUCTION AND SUMMARY OF FINDINGS

The FY08 Affirmative Market Program Annual Report highlights the Commonwealth's procurement activity with SOMWBA certified Minority-and Women Business Enterprises (M/WBEs) from July 1, 2007 through June 30, 2008.

One of the major functions of the AMP is its enforcement of *Executive Order 390*. In this capacity the AMP is responsible for tracking participating AMP department procurement expenditures in the areas of goods, services, construction and design with certified M/WBEs. One of the integral components and quantitative tools the AMP Acting Executive Director uses each fiscal year to monitor department performance and participation with M/WBEs is an established benchmarking process. Each participating AMP department/authority establishes a separate dollar benchmark at the beginning of each fiscal year individually for MBEs and WBEs. These dollar benchmarks allow the AMP Acting Executive Director, coordinators, and their respective departments to track expenditure achievements at the end of the given fiscal year.

It is important to note that expenditures tracked and reported in the statewide totals as highlighted in the FY08 Annual Report are state dollars only. Agencies that include federal dollars as part of their overall budget and have spent federal dollars with M/W/DBEs have the opportunity to include such information as part of their Secretariat Narratives; however those expenditures are not reflected in our totals. The participating Secretary or Department Head submits the Secretariat Narratives you will find throughout the FY08 Report to the AMP Acting Executive Director. These narratives provide further detail and information in relation to the final M/WBE expenditures and benchmark achievement for their respective agencies under the Secretariat umbrella. Often times, the expenditures reported to the AMP, cannot fully reflect the concerted effort or the commitment of its staff to our M/WBE community and our program. In certain instances, a department's inability to meet its M/WBE benchmarks can be attributed to several outside factors. Below, we have cited just a few examples:

- A certified vendor is up for re-certification; however the vendor opts not to submit the required documentation, therefore losing its M/WBE status. The vendor may continue doing business with the Commonwealth; however the AMP can no longer track those expenditures, as they do not account for AMP spending.
- In the middle of a fiscal year a certified vendor is purchased by a non-minority and/or woman-owned entity. The new ownership of the business has to be at least 51% minority or woman owned, otherwise it does not meet the certification criteria.
- A certified vendor decides to no longer be in business.

These are just a few examples of the challenges that some of our participating state entities may face during the fiscal year in relation to meeting their established MBE and WBE spending benchmarks. The AMP Team continues to assist department coordinators overcome these and other challenges via some of the following methods:

- Helping to increase M/WBE vendor pools
- Assisting with economic development strategies and/or activities
- Developing contracting policies and procedures that maximize M/WBE access
- Educating prime contractors on the importance of the AMP and the development of subcontracting relationships and partnerships with M/WBEs.

The contents of the FY08 Affirmative Market Program Annual Report provides further insight and information into each Secretariat's unique procurement needs and relationships with M/WBEs. Additionally, benchmark achievement information for individual departments represented by the Secretariat is also reported in detail.

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY08.

## MINORITY BUSINESS ENTERPRISE FISCAL YEAR 2008 HIGHLIGHTS

	FY06	FY07	FY08
GOODS & SERVICES	\$190,637,438	\$205,159,006	\$206,513,037
CONSTRUCTION	\$57,017,800	\$65,314,717	\$66,259,545
DESIGN	\$4,125,790	\$3,130,386	\$4,718,729
<b>TOTAL</b>	<b>\$251,781,028</b>	<b>\$273,604,109</b>	<b>\$277,491,311</b>

- The AMP reports that for Fiscal Year 2008 MBE expenditures in Goods, Services, and Construction & Design contracting totaled \$277,491,311 and represents 6.65% of statewide department's discretionary budgets of \$4,174,680,026.
- The FY08 MBE spending for Goods and Services total \$206,513,037 is a \$1,354,031 increase above FY07 totals of \$205,159,006.
- The FY08 MBE Construction and Design expenditures total \$70,978,274 an increase of \$2,533,172 or 3.7% over FY07 totals.
- The FY08 MBE Statewide Discretionary Budget for AMP participating state entities was \$4,335,712,196; MBE spending of \$206,513,037 represents 5% of this total.
- 46 of 81 Departments or 57% met MBE Goods and Services benchmarks for FY08.
- 4 out of 13 Secretariats or 31% met MBE Goods and Services benchmarks for FY08.
- The Executive Office Health and Human Services Secretarial FY08 MBE expenditures of \$158,377,472 account for 76% of the total statewide MBE expenditures of \$206,513,037.
- The Department of Public Health exceeded its benchmark for FY08 by \$566,646.
- In FY2008, The Department of Housing and Community Development is proud to state that it has exceeded its M/WBE construction benchmark expenditures by \$1,323,431 and its benchmark for M/WBE awards by \$808,024.
- In FY08, The Bureau of State Office Buildings expended \$2,080,297 with Building Technology Engineers who in turn subcontracted \$104,753 to Done Right Service, a MBE and \$7,621 to International Marketing Management Inc., a M/WBE.

- The Department of Housing and Community Development is pleased to report that it was able to exceed its FY08 MBE benchmark by \$9,346. Most of DHCD's FY08 spending with MBE vendors was the result of purchases made with M/WBE statewide contractors for commodities such as office supplies and copier supplies.
- The Appellate Tax Board continues to participate in the Affirmative Market Plan by way of its purchase of office supplies and toner cartridges through M/WBE vendors. ATB exceeded their FY08 benchmark significantly due to some one-time incurred expenses for diversity training and necessary IT upgrades.
- The Soldiers' Home in Holyoke exceeded the projection for MBE spending by \$106,529 and will strive to continue its efforts to promote MBE spending.
- In FY08, the Office of Consumer Affairs and Business Regulation (SCA) exceeded its established MBE benchmark by about \$16,000. The SCA FY08 budget allowed for additional consumer education spending that resulted in the positive benchmark result. FY08 spending consisted mainly of printing, advertising and office supply expenditures.
- In FY08 the Division of Banks (DOB) surpassed its MBE benchmark by a significant amount. The DOB total MBE spending was 13,451 higher than its benchmark. The DOB accomplished this by spending on office and printing supplies as well as travel vendors.
- In FY08, The Office of Refugees and Immigrants exceeded its benchmark for MBE spending by 9%, despite significant cuts to its refugee social services budget (traditionally a major source of MBE spending for ORI) and the loss of a major MBE from the mix of qualified refugee social service providers.
- In FY 08 the Division of Insurance successfully exceeded its established MBE spending benchmark. This was accomplished by a significant expense in subcontracting.

## WOMEN BUSINESS ENTERPRISE FISCAL YEAR 2008 HIGHLIGHTS

	FY06	FY07	FY08
GOODS & SERVICES	\$235,618,697	\$283,513,655	\$342,424,666
CONSTRUCTION	\$62,822,394	\$50,930,696	\$48,759,118
DESIGN	\$2,314,915	\$1,311,626	\$4,036,127
<b>TOTAL</b>	<b>\$300,756,006</b>	<b>\$335,755,977</b>	<b>\$395,219,911</b>

- The AMP reports that for Fiscal Year 2008 WBE expenditures in Goods, Services, and Construction & Design contracting totaled \$395,219,911 and represents 9.47% of statewide department's discretionary budgets of \$4,174,680,026.
- The FY08 WBE spending for Goods and Services total \$342,424,666 and is a \$58,911,011 or 21% increase over the FY07 Spending of \$283,513,655.
- The FY08 WBE statewide discretionary budget for AMP participating state entities was \$4,335,712,196 WBE spending of \$342,424,666 represents 8% of this total in Goods and Services.

- The FY08 WBE Construction and Design expenditures total \$52,795,245 an increase of \$552,923 or 1.6% over FY07 totals.
- 62 of 81 Departments or 77% met WBE Goods and Services benchmarks for FY08.
- 9 out of 13 Secretariats or 69% met WBE Goods and Services benchmarks for FY08.
- The Executive Office Health and Human Services (EOHHS) FY08 WBE expenditures of \$277,936,906 account for 81% of the total statewide WBE expenditures of \$342,424,666.
- The Public Employee Retirement Administration has both increased and exceeded its WBE Benchmark for the third year in a row. In FY08 the benchmark was exceeded by \$245,349 this accomplishment was mainly due to medical services performed by various health services organizations.
- The Soldiers' Home in Holyoke exceeded the projection for WBE spending by \$29,875 and will strive to continue its efforts to promote WBE spending.
- Office of Consumer Affairs and Business Regulation (SCA) exceeded its FY08 established WBE benchmark by 38%. This was due mainly to a one-time expense for communications and media design consultant. SCA is committed to the AMP program and uses MBE/WBE vendors in purchasing goods and services whenever possible.
- The Department of Children and Families (DCF) exceeded its FY'08 WBE benchmark by \$3,441,329 (7.85%). The Department has developed a strong base of WBE providers. An example of DCF's partnership with WBEs is the Department's longstanding relationship with a prominent WBE agency. DCF expended \$17,723,613 with this provider in FY'08, an 18% increase in expenditures from FY'07. This WBE agency is one of many community-based partners who both manage and provide direct services in partnership with the Department under the Family Networks initiative.
- The Division of Professional Licensure (REG) exceeded its FY 08 WBE established benchmark by \$130,316. Most of the expenditure was from use of temporary staffing vendors. Staffing problems at REG created a significant need for temporary staffing and as such they could exceed their benchmark by 80%.
- The Department of Youth Services FY08 WBE spending exceeded their benchmark by \$11,501,015. This increase in spending was entirely done with POS providers, of which there is a large pool of WBE's.
- In FY08 the Division of Banks (DOB) exceeded its established WBE benchmark by \$39,699. The DOB was able to achieve this through the use of temporary administrative and IT staff and office supplies.
- The Division of Insurance (DOI) significantly surpassed its FY08 WBE benchmark by \$458K. The DOI more than quadrupled its expenses for this category from FY07. The sharp increase was due in part to a one-time cost for Advertising Consultant. Other expenses included supplies and temporary services.
- The Department of Public Health exceeded their WBE benchmark for FY08 by \$11,132,179. The two-year average for women owned business expenditures was \$23,512,991 and their projected

increase was \$1,175,649. The benchmark was \$24,688,640 and their expenditures were \$35,701,609.

- In Fiscal Year 2008, the Department of Early Education and Care (DEEC) set a goal of \$19.9M in WBE spending. Their actual spending was slightly over \$24.5M, surpassing the benchmark set in FY08 by 4.5M.
- The Department of Housing and Community Development (DHCD) is pleased to report that it was able to exceed its FY08 WBE benchmark by \$33,764. Much of DHCD's success in this area stems from utilizing WBE vendors on statewide contracts for temporary services, training, and information technology professionals. However, DHCD also awarded new, potentially-lucrative contracts to WBE consulting firms responding to various DHCD-issued solicitations published on the Comm-PASS website.
- The Department of Mental Health's (DMH) WBE spending for FY 08 increased to \$47,306,119. DMH's WBE spending for FY 07 was \$37,487,563. This is a \$9,818,556 increase for WBE spending. This was \$11,050,017 above the FY 08 WBE Benchmark of \$36,255,537.
- In FY 2008, The Office of Refugees and Immigrants (ORI) exceeded its benchmark for WBE spending by 155%. ORI projects FY 2009 WBE spending levels to remain the same as in FY 2008.

## **FISCAL YEAR 2008 AFFIRMATIVE MARKET PROGRAM HIGHLIGHTS**

The Affirmative Market Program's seventh year at the Operational Services Division has been a great success. Initiatives led by the AMP Business Advisory Board are major accomplishments to mention including the Business to Business Mentoring initiative, the Outreach Initiative, and the Department Benchmark Assistance initiative. The mentoring initiative started in FY04 and thus far has assisted nearly 180 minority- and women-owned businesses with providing support in the area of technical assistance, marketing approaches, and the state bidding process to name some. The AMP Board's mission to assist and support departments and their coordinators with outreach to the certified business community has allowed for the continued growth in spending on a statewide level.

**The Following Departments Increased and Exceeded Fiscal Year 08 Benchmarks:**

### **MBE & WBE BENCHMARKS**

Bureau of State Office Buildings  
Department of Agricultural Resources  
Department of Elementary and Secondary Education  
Department of Mental Retardation  
Department of Public Health  
Department of Transitional Assistance  
Disabled Persons Protection Commission  
Executive Office of Health and Human Services  
Group Insurance Commission  
Mass Office of Refugees and Immigrants  
Mass. Commission for the Blind  
Massachusetts Highway Department  
Registry of Motor Vehicles



### **MBE BENCHMARKS**

Department of Elder Affairs  
Executive Office of Environmental Affairs

### **WBE BENCHMARKS**

Criminal History Systems Board  
Department of Correction  
Department of Early Education and Care  
Department of Fish and Game  
Department of Health Care and Finance Policy  
Department of Social Services  
Department of Youth Services  
Executive Office for Administration and Finance  
Executive Office of Transportation and Construction  
Office of the State Comptroller  
Soldier's Home in Massachusetts  
State Reclamation Board

**The Following Departments Met Fiscal Year 08 Benchmarks (Based on their 2-yr. Average Spend)**

### **MBE & WBE BENCHMARKS**

Department of Housing and Community Development  
Department of Public Utilities  
Division of Banks  
Division of Labor Relations  
Division of Professional Licensure  
Division of Standards  
Environmental Protection  
Executive Office of Housing and Economic Development  
Massachusetts Rehabilitation Commission  
Military Division  
Municipal Police Training Committee  
Office of Consumer Affairs and Business Regulation  
Parole Board  
Sex Offender Registry Board  
State Racing Commission

### **MBE BENCHMARKS**

Department of Fire Services  
Division of Capital Asset Management and Maintenance  
Executive Office of Public Safety and Security  
Merit Rating Board

### **WBE BENCHMARKS**

Administrative Law Appeals  
Department of Business and Technology  
Department of Conservation and Recreation  
Department of Mental Health  
Department of Telecommunications and Cable  
Department of Veterans' Services  
Massachusetts Emergency Management Agency  
MassHousing  
Office of the Governor  
Operational Services Division

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# **FISCAL YEAR 2006-2008**

## **HISTORICAL SPENDING TREND BY SECRETARIAT**

### **GOODS & SERVICES**

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY06 through FY08.

#### **FY06-08 Secretariat AMP Historical Benchmark Achievement**

**The Following Departments Increased and Exceeded Fiscal Year Benchmarks for FY06 – FY08:**

##### **M/WBE BENCHMARKS**

- Department of Agricultural Resources
- Department of Elementary and Secondary Education
- Department of Public Health

##### **MBE BENCHMARKS**

- Bureau of State Office Buildings
- Department of Elder Affairs

##### **WBE BENCHMARKS**

- Department of Mental Retardation
- Department of Social Services
- Department of Transitional Assistance
- Department of Youth Services
- Disabled Persons Protection Commission
- Executive Office of Health and Human Services
- Mass. Commission for the Blind
- Soldier's Home in Massachusetts
- State Reclamation Board

**The Following Departments Met Fiscal Year Benchmarks for FY06 – FY08 (Based on their 2-yr. Average Spend)**

##### **M/WBE BENCHMARKS**

- Division of Standards
- Environmental Protection

##### **MBE BENCHMARKS**

- Merit Rating Board
- Office of Consumer Affairs and Business Regulation

##### **WBE BENCHMARKS**

- Department of Mental Health
- Department of Telecommunications and Cable
- Massachusetts Rehabilitation Commission
- Municipal Police Training Committee
- Operational Services Division

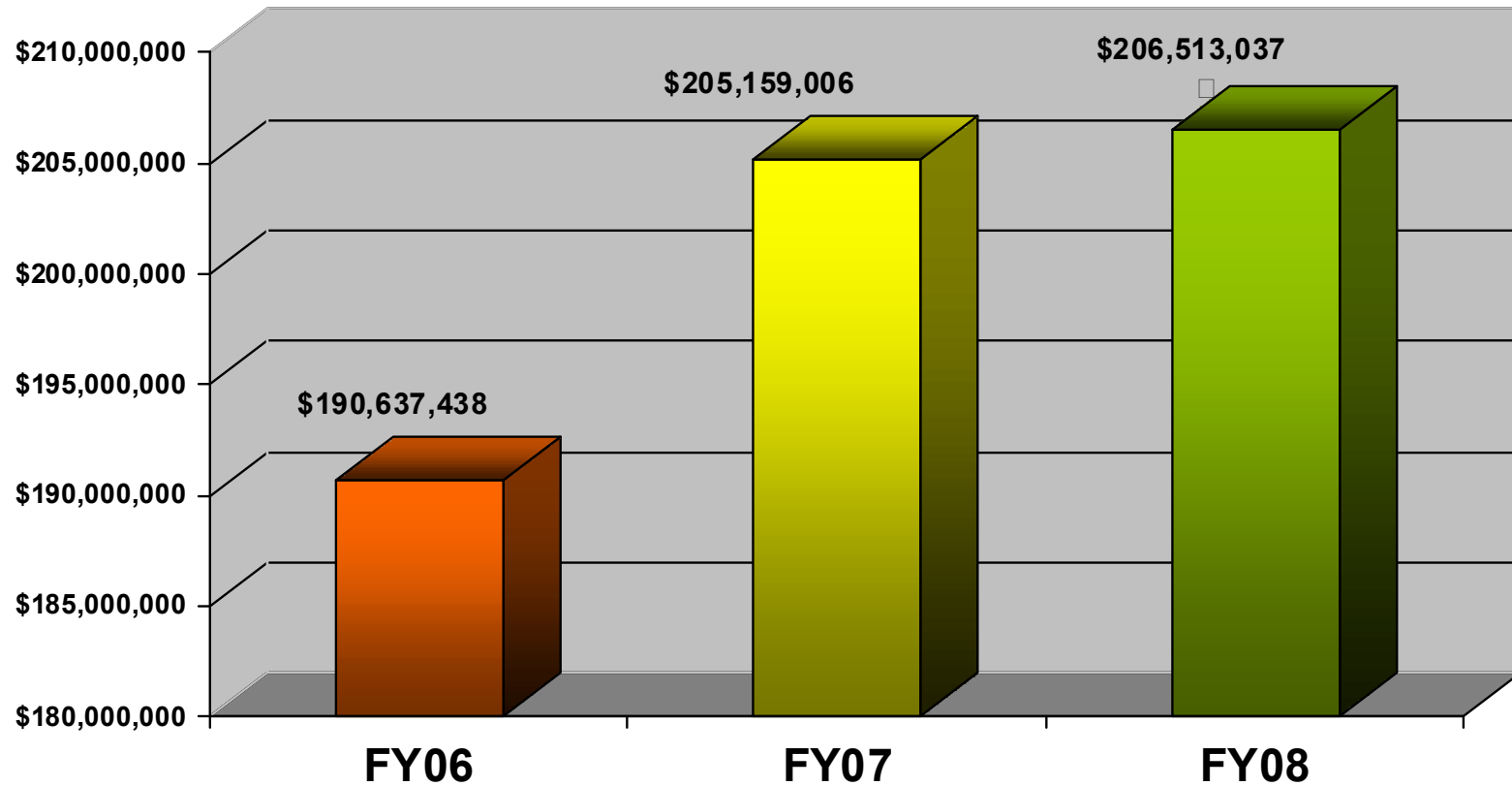
**HISTORICAL SPENDING TREND  
GOODS & SERVICES  
FY06-FY08**

<b>MINORITY BUSINESS ENTERPRISES STATEWIDE EXPENDITURES</b>			
	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Office of the Governor	\$85,740	\$57,929	\$43,226
Executive Office for Administration & Finance	\$5,252,842	\$5,440,431	\$4,848,618
Massachusetts Commission Against Discrimination	*	*	\$47,633
Executive Office of Energy & Environmental Affairs	\$4,302,969	\$2,198,918	\$2,561,276
Executive Office of Health and Human Services	\$139,413,985	\$151,626,010	\$158,377,472
Executive Office of Public Safety	\$7,396,116	\$6,714,894	\$5,624,163
Executive Office of Transportation and Public Works	\$1,042,881	\$989,152	\$1,262,018
Massachusetts Turnpike Authority	\$658,467	\$576,244	\$130,935
Executive Office of Labor and Workforce Development	\$1,884,938	\$1,915,298	\$1,163,565
Department of Elementary and Secondary Education	\$29,712,025	\$35,019,970	\$275,531
Board of Early Education and Care	*	*	\$1,893,304
Executive Office of Housing and Community Development	\$47,633	\$52,616	\$29,634,963
MassHousing	\$839,842	\$567,544	\$650,333
<b>STATEWIDE TOTAL</b>	<b>\$190,637,438</b>	<b>\$205,159,006</b>	<b>\$206,513,037</b>

\* MCAD was counted as a part of EOAF in FY06 and FY07.

**HISTORICAL SPENDING TREND  
GOODS & SERVICES  
FY06-FY08**

**3 Year AMP Statewide Trend  
MBE Goods and Services Statewide Expenditures**

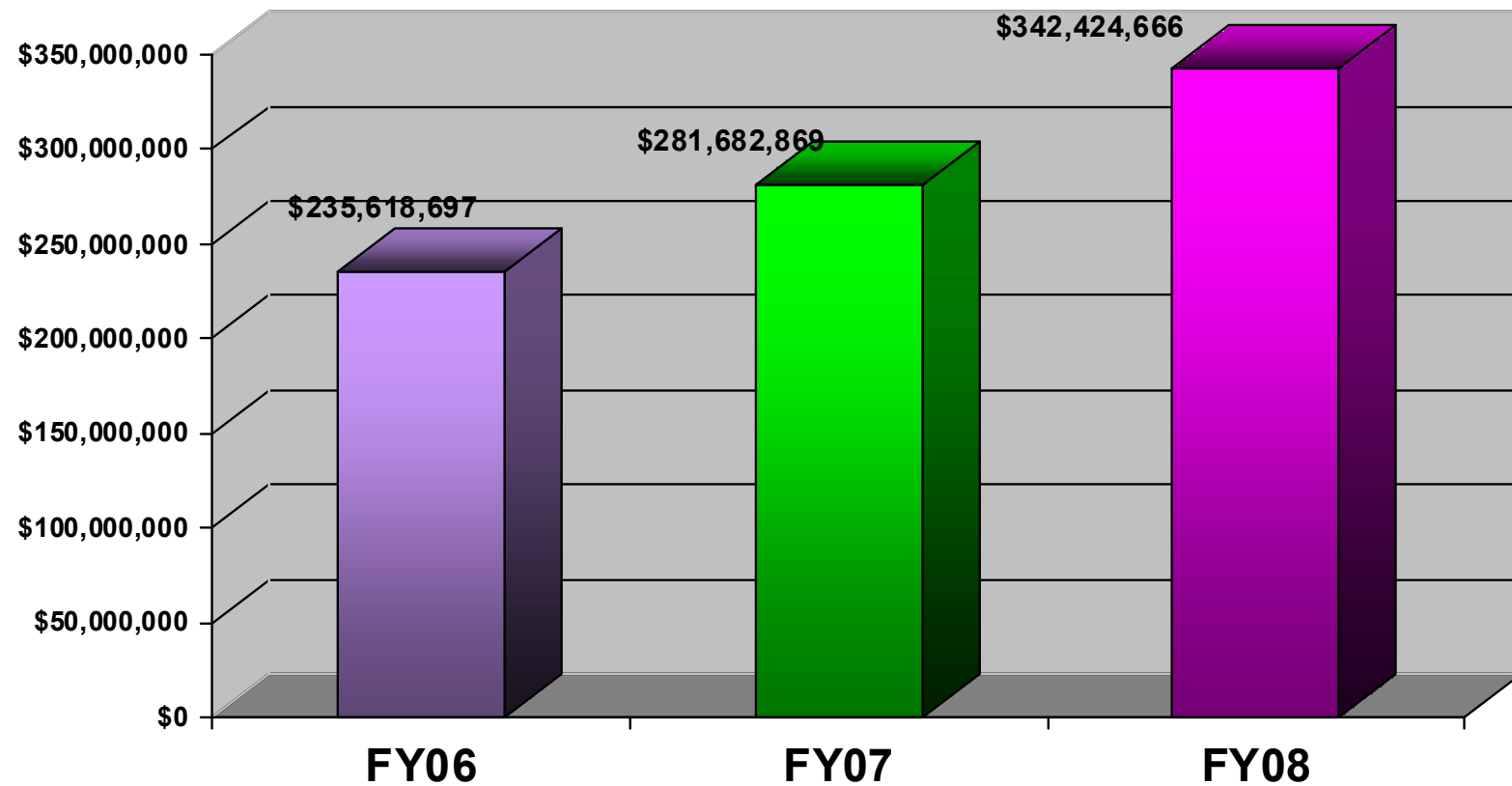


**HISTORICAL SPENDING TREND  
GOODS & SERVICES  
FY06-FY08**

<b>WOMEN BUSINESS ENTERPRISES STATEWIDE EXPENDITURES</b>			
	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Office of the Governor	\$35,418	\$31,885	\$28,994
Executive Office for Administration & Finance	\$9,501,503	\$9,091,838	\$9,755,614
Massachusetts Commission Against Discrimination	*	*	\$22,753
Executive Office of Energy & Environmental Affairs	\$5,187,255	\$4,844,348	\$6,900,448
Executive Office of Health and Human Services	\$184,967,186	\$223,917,122	\$277,936,903
Executive Office of Public Safety	\$5,713,506	\$5,677,467	\$4,938,925
Executive Office of Transportation and Construction	\$3,397,513	\$6,028,998	\$7,072,080
Mass Turnpike Authority (MTA)	\$3,457,090	\$4,207,986	\$4,060,752
Executive Office of Labor and Workforce Development	\$3,555,348	\$4,479,208	\$935,653
Department of Elementary and Secondary Education	\$19,207,095	\$24,353,791	\$2,910,321
Board of Early Education and Care	*	*	\$2,959,928
Executive Office of Housing and Community Development	\$348,239	\$416,051	\$24,501,383
MassHousing	\$266,765	\$464,961	\$400,912
<b>STATEWIDE TOTAL</b>	<b>\$235,618,697</b>	<b>\$283,513,655</b>	<b>\$342,424,666</b>

\* MCAD was counted as a part of EOAF in FY06 and FY07.

### 3 Year AMP Statewide Trend WBE Goods & Services Statewide Expenditures







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# **FISCAL YEAR 2006-2008**

## **HISTORICAL SPENDING TREND**

### **CONSTRUCTION & DESIGN**

### **SUMMARY OF MBE EXPENDITURES & AWARDS**

## Historical Spending Trend for Construction and Design Expenditures Minority Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	217,663,634	19,014,432	8.74%	21,299,287	1,984,641	9.32%
FY07	199,456,713	16,042,057	8.04%	15,174,823	1,040,218	6.85%
FY08	146,511,833	9,520,305	6.50%	25,695,985	1,966,619	7.65%

### Executive Office of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	38,153,144	5,973,071	15.66%	1,799,402	42,250	2.35%
FY07	45,340,140	5,808,594	12.81%	7,380,953	111,618	1.51%
FY08	62,449,671	14,244,670	22.81%	10,166,226	112,110	1.10%

### MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	121,466,326	22,552,823	18.57%	N/A	N/A	N/A
FY07	204,220,486	32,082,779	15.75%	N/A	N/A	N/A
FY08	160,661,730	36,254,912	22.57%	N/A	N/A	N/A

### Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	350,834,572	7,763,229	2.21%	41,037,364	2,098,900	5.11%
FY07	249,473,152	9,501,195	3.81%	26,899,627	1,978,549	7.36%
FY08	135,784,440	6,108,723	4.50%	36,285,700	2,640,000	7.28%

### Massachusetts Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	23,479,215	1,714,244	7.3%	55,162	0	0%
FY07	17,464,361	1,880,092	10.77%	13,513	0	0%
FY08	23,170,498	130,935	.57%	N/A	N/A	N/A

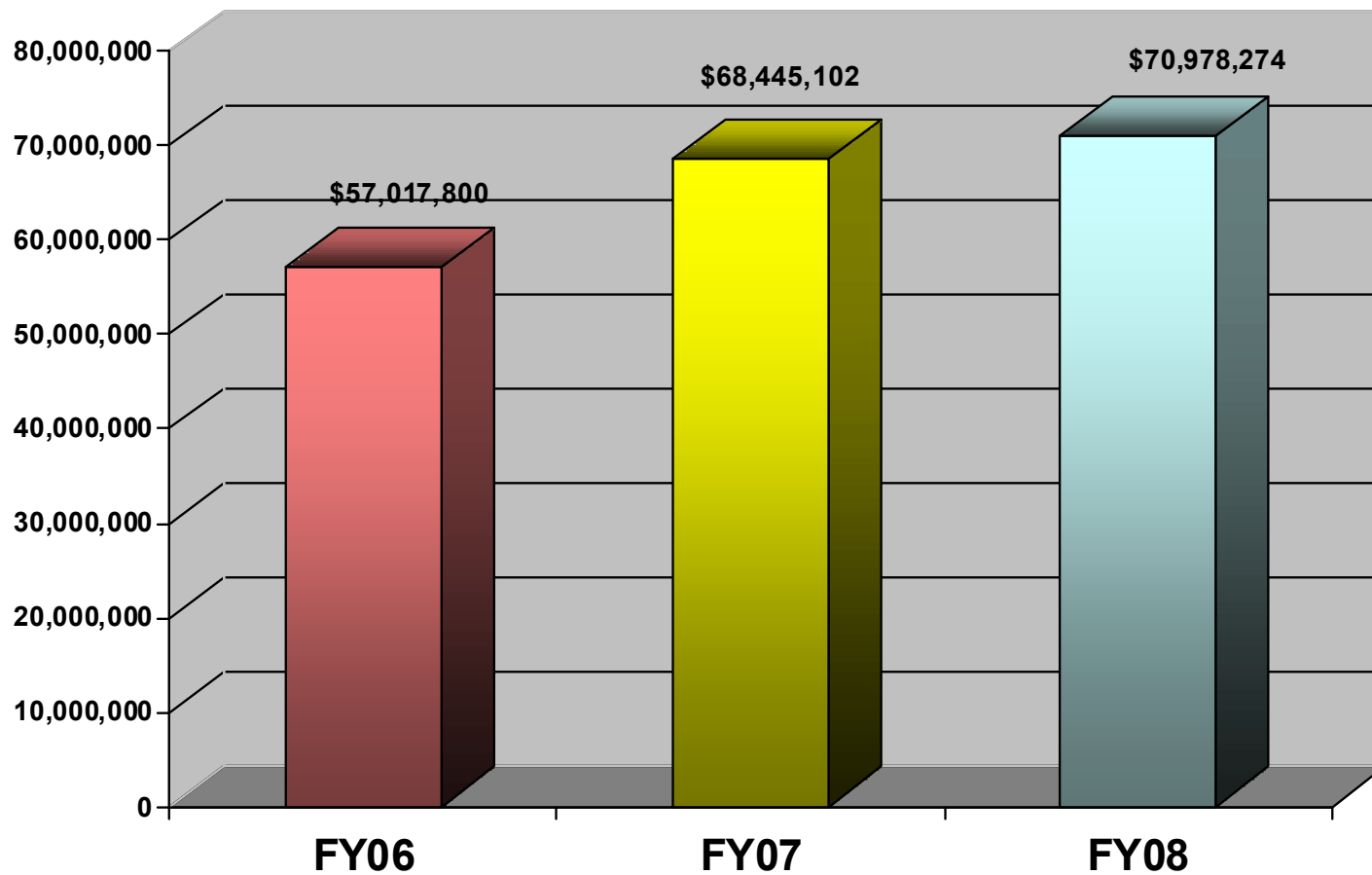
### Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance  
Executive Office of Housing and Community Development  
Massachusetts Highway Department  
Massachusetts Turnpike Authority  
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	751,596,892	57,017,800	7.59%	\$64,191,215	\$4,125,790	6.43%
FY07	715,954,852	65,314,717	9.12%	49,468,916	3,130,385	6.33%
FY08	528,578,172	66,259,545	12.54%	72,147,911	4,718,729	6.54%

### 3 Year AMP Statewide Trend MBE Construction and Design Statewide Expenditures



## Historical Spending Trend for Construction and Design Awards Minority Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY06	127,847,438	9,629,819	7.53%	15,735,385	1,433,639	9.11%
FY07	56,538,506	3,145,532	5.56%	18,510,005	2,034,423	10.99%
FY08	88,281,829	9,234,809	10.46%	21,159,933	2,006,215	9.48%

### Executive Office of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY06	11,214,182	1,564,806	13.95%	1,799,402	35,884	1.99%
FY07	33,084,572	4,264,559	12.89%	3,744,660	478,235	12.77%
FY08	48,204,078	7,844,504	16.27%	7,632,783	381,023	4.99%

### Masshousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Expenditures	Attained
FY06	191,907,620	36,058,706	18.79%	N/A	N/A	N/A
FY07	250,668,535	50,461,832	20.13%	N/A	N/A	N/A
FY08	232,095,719	56,547,678	24.36%	N/A	N/A	N/A

### Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY06	79,617,000	9,422,441	11.83%	16,594,800	825,000	4.97%
FY07	54,919,968	7,064,105	12.68%	25,134,000	1,278,630	5.09%
FY08	191,493,511	21,038,679	10.99%	12,089,871	1,299,552	10.75%

### Massachusetts Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY06	15,171,524	437,340	2.88%	0	0	N/A
FY07	20,524,742	6,349,766	30.94%	0	0	N/A
FY08	7,757,353	831,128	10.71%	0	0	N/A

### Combined Statewide Summary

Includes:

- Division of Capital Asset Management and Maintenance
- Executive Office of Housing and Community Development
- Massachusetts Highway Department
- Massachusetts Turnpike Authority
- Masshousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY06	425,757,764	57,113,112	13.41%	34,129,587	2,294,523	6.72%
FY07	415,736,323	71,285,794	17.15%	47,388,665	3,791,288	8.00%
FY08	567,832,490	95,496,798	16.82%	40,882,587	3,686,790	9.02%

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# **FISCAL YEAR 2006-2008**

## **HISTORICAL SPENDING TREND**

### **CONSTRUCTION & DESIGN**

### **SUMMARY OF WBE EXPENDITURES & AWARDS**

## Historical Spending Trend for Construction and Design Expenditures Women Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	217,663,634	15,575,235	7.16%	21,299,287	1,724,343	8.10%
FY07	199,456,713	16,788,900	8.42%	15,174,823	772,350	5.09%
FY08	146,511,833	4,383,704	2.99%	25,695,985	1,627,597	6.33%

### Executive Office of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	38,153,144	1,860,746	4.88%	1,799,402	470,385	26.14%
FY07	45,340,140	2,353,123	5.19%	7,380,953	434,066	5.88%
FY08	62,449,671	7,078,409	11.33%	10,166,226	526,710	5.18%

### MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	121,466,326	17,723,301	14.59%	N/A	N/A	N/A
FY07	204,220,486	29,356,557	14.37%	N/A	N/A	N/A
FY08	160,661,730	22,051,910	13.73%	N/A	N/A	N/A

### Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	350,834,572	27,083,687	7.72%	41,037,364	119,462	0.29%
FY07	249,473,152	1,978,549	.79%	26,899,627	105,210	.39%
FY08	135,784,440	11,184,343	8.24%	36,285,700	1,881,820	5.19%

### Mass Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	23,479,216	579,425	2.47%	55,162	726.00	1.32%
FY07	17,464,361	453,567	2.60%	13,513	0	0%
FY08	23,170,498	4,060,752	17.53%	N/A	0	0%

### Combined Statewide Summary

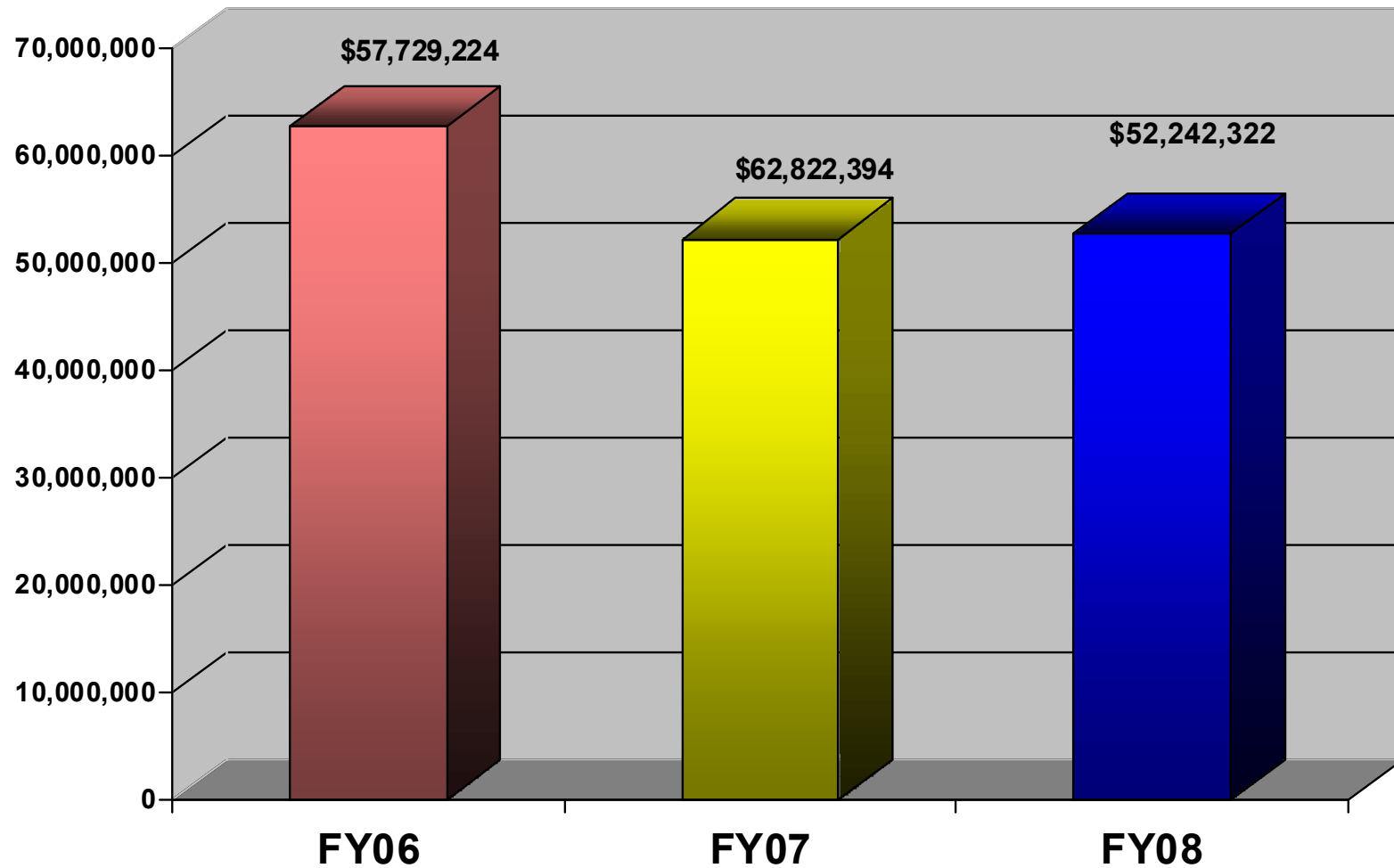
Includes:

- Division of Capital Asset Management and Maintenance
- Executive Office of Housing and Community Development
- Massachusetts Highway Department
- Massachusetts Turnpike Authority
- MassHousing



		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY06	751,596,892	62,822,394	8.36%	64,191,215	2,314,915	3.61%
FY07	715,954,852	50,930,696	7.11%	49,468,916	1,311,626	2.65%
FY08	528,578,172	48,759,118	9.22%	72,147,911	4,036,127	5.59%

### 3 Year AMP Statewide Trend WBE Construction and Design Statewide Expenditures



## Historical Spending Trend for Construction and Design Awards Women Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY06	127,847,438	8,292,813	6.49%	15,735,385	431,220	2.74%
FY07	56,538,506	1,476,468	2.61%	18,510,005	852,377	4.60%
FY08	88,281,829	17,299,125	19.60%	21,159,933	1,039,554	4.91%

### Executive Office of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY06	11,214,182	1,469,878	13.11%	1,799,402	476,751	26.49%
FY07	33,084,572	9,255,961	27.98%	3,744,660	346,723	9.26%
FY08	48,204,078	\$1,241,122	2.57%	7,632,783	1,399,363	18.33%

### MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY06	191,907,620	29,834,868	15.55%	N/A	N/A	N/A
FY07	250,668,535	40,333,840	16.09%	N/A	N/A	N/A
FY08	232,095,719	31,913,499	13.75%	N/A	N/A	N/A

### Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY06	79,617,000	2,923,152	3.67%	16,594,800	1,367,000	8.24%
FY07	54,919,968	878,264	1.60%	25,134,000	1,281,370	5.10%
FY08	191,493,511	10,446,449	5.46%	12,089,871	358,476	2.97%

### Mass Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY06	15,171,524	1,298,102	8.56%	0	0	N/A
FY07	20,524,742	543,150	2.65%	0	0	N/A
FY08	7,757,353	77,625	1.00%	0	0	N/A

**Combined Statewide Summary**

Includes:

Division of Capital Asset Management and Maintenance  
Executive Office of Housing and Community Development  
Massachusetts Highway Department  
Massachusetts Turnpike Authority  
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY06	425,757,764	43,818,814	10.29%	34,129,587	2,274,971	6.67%
FY07	415,736,323	52,487,682	12.63%	47,388,665	2,480,470	5.23%
FY08	567,832,490	60,977,820	10.74%	40,882,587	2,797,393	6.84%

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**FISCAL YEAR 2008**

**STATEWIDE EXPENDITURE SUMMARY**

**GOODS  
&  
SERVICES**

**MINORITY BUSINESS ENTERPRISES  
&  
WOMEN BUSINESS ENTERPRISES**

## FY08 MBE Final Numbers Minority Business Enterprise Goods & Services

### FY08 SECRETARIAT STATEWIDE BENCHMARKS

FY08 STATEWIDE BENCHMARKS	FY08 Disc. Base	2 Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY08 Expenditures	Variance
Executive Office of the Governor	\$446,210	\$71,835	(\$15,000)	\$56,835	\$43,226	\$0	\$43,226	(\$13,609)
Executive Office for Administration & Finance	\$129,448,408	\$5,226,625	(\$215,722)	\$5,010,903	\$3,437,763	\$1,410,855	\$4,848,618	(\$162,285)
Massachusetts Commission Against Discrimination	\$341,595	\$120,012	\$21,520	\$141,532	\$47,633	\$0	\$47,633	(\$93,899)
Executive Office of Energy & Environmental Affairs	\$249,572,487	\$3,289,956	(\$278,327)	\$3,044,511	\$2,384,162	\$177,114	\$2,561,276	(\$483,235)
Executive Office of Health & Human Services	\$3,283,702,250	\$145,519,997	\$5,102,386	\$150,622,383	\$149,260,388	\$9,117,084	\$158,377,472	\$7,755,089
Executive Office of Public Safety and Homeland Security	\$213,684,962	\$7,055,505	(\$398,366)	\$6,657,139	\$4,293,045	\$1,331,118	\$5,624,163	(\$1,032,976)
Executive Office of Transportation & Public Works	\$47,331,867	\$1,016,017	\$50,801	\$1,066,818	\$1,005,836	\$256,182	\$1,262,018	\$195,201
Massachusetts Turnpike Authority	\$44,200,000	\$617,356	\$160,191	\$777,547	\$130,935	\$0	\$130,935	(\$646,612)
Executive Office of Labor & Workforce Development	\$39,891,640	\$1,386,196	(\$167,912)	\$1,218,284	\$852,657	\$310,908	\$1,163,565	(\$54,719)
Executive Office of Housing & Economic Development	\$27,896,822	\$227,556	\$0	\$227,556	\$239,000	\$36,531	\$275,531	\$47,975
Department of Education	\$90,537,364	\$1,792,104	\$89,605	\$1,881,709	\$1,837,052	\$56,252	\$1,893,304	\$11,596
Board of Early Education & Care	\$197,140,870	\$30,573,894	\$2,564,974	\$33,138,868	\$29,613,442	\$21,521	\$29,634,963	(\$3,503,905)
MassHousing	\$11,517,721	\$703,693	\$0	\$703,693	\$650,333	\$0	\$650,333	(\$53,360)
<b>TOTAL</b>	<b>\$4,174,680,026</b>	<b>\$197,600,743</b>	<b>\$6,914,150</b>	<b>\$204,547,775</b>	<b>\$193,795,472</b>	<b>\$12,717,565</b>	<b>\$206,513,037</b>	<b>\$1,965,262</b>

## FY08 WBE Final Numbers Women Business Enterprise Goods & Services

### FY08 SECRETARIAT STATEWIDE BENCHMARKS

	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 WBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY08 Expenditures	Variance
Executive Office of the Governor	\$446,210	\$33,652	(\$5,000)	\$28,652	\$28,994	\$0	\$28,994	\$343
Executive Office for Administration & Finance	\$129,448,408	\$9,254,784	(\$737,858)	\$8,516,926	\$8,223,144	\$1,532,470	\$9,755,614	\$1,238,688
Massachusetts Commission Against Discrimination	\$341,595	\$41,887	\$6,500	\$48,387	\$22,753	\$0	\$22,753	(\$25,634)
Executive Office of Energy & Environmental Affairs	\$249,572,487	\$5,210,349	\$150,078	\$5,360,427	\$6,336,949	\$563,499	\$6,900,448	\$1,540,022
Executive Office of Health & Human Services	\$3,283,702,250	\$204,442,154	\$8,034,151	\$212,476,305	\$264,252,573	\$13,684,330	\$277,936,903	\$65,460,598
Executive Office of Public Safety and Homeland Security	\$213,684,962	\$5,695,487	(\$611,227)	\$5,084,260	\$4,848,359	\$90,566	\$4,938,925	(\$145,335)
Executive Office of Transportation and Public Works	\$47,331,867	\$4,713,256	\$235,664	\$4,948,920	\$6,967,883	\$104,197	\$7,072,080	\$2,123,161
Massachusetts Turnpike Authority	\$44,200,000	\$3,832,538	\$994,462	\$4,827,000	\$4,060,752	\$0	\$4,060,752	(\$766,248)
Executive Office of Labor and Workforce Development	\$39,891,640	\$2,276,749	\$42,168,389	\$1,359,193	\$738,770	\$196,883	\$935,653	(\$423,540)
Executive Office of Housing and Economic Development	\$27,896,822	\$1,777,674	\$0	\$1,932,704	\$2,811,238	\$99,083	\$2,910,321	\$977,617
Department of Education	\$90,537,364	\$2,374,940	\$118,747	\$2,493,687	\$2,940,532	\$19,396	\$2,959,928	\$466,242
Board of Education and Care	\$197,140,870	\$19,405,504	\$582,165	\$19,987,669	\$24,479,891	\$21,492	\$24,501,383	\$4,513,715
MassHousing	\$11,517,721	\$365,863	\$0	\$365,863	\$314,991	\$85,921	\$400,912	\$35,049
<b>TOTAL</b>	<b>\$4,174,680,026</b>	<b>\$259,424,833</b>	<b>\$50,936,071</b>	<b>\$267,429,989</b>	<b>\$326,026,829</b>	<b>\$16,397,837</b>	<b>\$342,424,666</b>	<b>\$74,994,677</b>

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# **FISCAL YEAR 2008**

## **STATEWIDE SUMMARY**

### **CONSTRUCTION & DESIGN**

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## AFFIRMATIVE MARKET PROGRAM - FY08 CONSTRUCTION & DESIGN EXPENDITURES

### FISCAL YEAR 2008 – CONSTRUCTION EXPENDITURES

#### STATEWIDE SUMMARY

FY08 CONSTRUCTION EXPENDITURES						
	1 FY08 Total Expenditures	2 FY08 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY08 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$ 146,511,833	\$ 16,702,349	\$ 9,520,305	\$ 4,383,704	\$ 13,904,009	\$ (2,798,340)
Executive Office of Housing and Community Development	\$ 62,449,671	\$ 8,088,768	\$ 14,244,670	\$ 7,078,409	\$ 21,323,079	\$ 1,323,431
Mass Highway Dept.	\$ 135,784,440		\$ 6,108,723	\$ 11,184,343	\$ 17,293,066	
Massachusetts Turnpike Authority	\$ 23,170,498		\$ 130,935	\$ 4,060,752	\$ 4,191,687	\$ 4,191,687
MassHousing	\$ 160,661,730	\$ 40,165,432	\$ 36,254,912	\$ 22,051,910	\$ 58,306,822	\$ 18,141,390
<b>TOTAL</b>	<b>\$ 528,578,172</b>	<b>\$ 64,956,549</b>	<b>\$ 66,259,545</b>	<b>\$48,759,118</b>	<b>\$ 115,018,663</b>	<b>\$ 50,062,114</b>

### FISCAL YEAR 2008 – DESIGN EXPENDITURES

#### STATEWIDE SUMMARY

FY08 DESIGN EXPENDITURES						
	1 FY08 Total Expenditures	2 FY08 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY08 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$25,695,985	\$3,083,518	\$1,966,619	\$1,627,597	\$3,594,216	\$510,697
Executive Office of Housing and Community Development	\$10,166,226	\$529,210	\$112,110	\$526,710	\$638,820	\$109,610
Mass. Highway Dept.	\$36,285,700		\$2,640,000	\$1,881,820	\$4,521,820	
Massachusetts Turnpike Authority					\$0	\$0
MassHousing	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$72,147,911</b>	<b>\$3,612,728</b>	<b>\$4,718,729</b>	<b>\$4,036,127</b>	<b>\$8,754,856</b>	<b>\$5,142,127</b>

## AFFIRMATIVE MARKET PROGRAM - FY08 CONSTRUCTION & DESIGN AWARDS

### FISCAL YEAR 2008 – CONSTRUCTION AWARDS

#### STATEWIDE SUMMARY

FY08 CONSTRUCTION AWARDS						
	1 FY08 Total Expenditures	2 FY08 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY08 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$88,281,829	\$10,064,129	\$9,234,809	\$17,299,125	\$26,533,933	\$16,469,805
Executive Office of Housing and Community Development	\$48,204,078	\$8,277,602	\$7,844,504	\$1,241,122	\$9,085,626	\$808,024
Mass. Highway Dept.	\$191,493,511		\$21,038,679	\$10,446,449	\$31,485,128	
Massachusetts Turnpike Authority	\$7,757,353		\$831,128	\$77,625	\$908,753	\$908,753
MassHousing	\$232,095,719	\$58,238,677	\$56,547,678	\$31,913,499	\$88,461,177	\$30,222,500
<b>TOTAL</b>	<b>\$567,832,490</b>	<b>\$76,580,408</b>	<b>\$95,496,798</b>	<b>\$60,977,820</b>	<b>\$172,077,205</b>	<b>\$95,496,798</b>

### FISCAL YEAR 2008 – DESIGN AWARDS

#### STATEWIDE SUMMARY

FY08 DESIGN AWARDS						
	1 FY08 Total Expenditures	2 FY08 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY08 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$21,159,933	\$2,539,192	\$2,006,215	\$1,039,554	\$3,045,769	\$506,577
Executive Office of Housing and Community Development	\$7,632,783	\$668,797	\$381,023	\$1,399,363	\$1,780,386	\$1,111,589
Mass. Highway Dept.	\$12,089,871		\$1,299,552	\$358,476	\$1,658,028	
Mass Turnpike Authority	\$0	\$0	\$0	\$0	\$0	\$0
MassHousing	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$40,882,587</b>	<b>\$3,207,989</b>	<b>\$3,686,790</b>	<b>\$2,797,393</b>	<b>\$6,484,183</b>	<b>\$3,276,194</b>

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# FISCAL YEAR 2008

## SECRETARIAT NARRATIVES & DATA SUMMARY

*Note:*

*The following narratives are developed by each Secretariat. They are intended to highlight the progress made to date with the implementation of the Affirmative Market Program and provide further insight into their FY07 expenditures with Minority- and Women Business Enterprises (M/WBEs).*

## OFFICE OF THE GOVERNOR (GOV)

### **Mission Statement**

The Executive Office includes the Offices of the Governor, the Lieutenant Governor and the Governor's Council. The Executive Office manages the operations of the Executive Branch of state government, coordinates the activities of all Executive Branch agencies through the cabinet secretaries, and communicates to the General Court and the general public the aims, objectives, and accomplishments of the administration. The Office develops, oversees, and guides key administration initiatives through to completion.

The Governor is responsible for preparation of the state's annual budget. The Governor has the authority to accept, recommend amendment of, or veto all legislative enactments, subject to an override by a vote of two-thirds of the members present in each chamber of the Legislature, and to convene the Governor's Council. Subject to the consent of the Governor's Council, the Governor is responsible for the appointment of all judicial officers, and has the authority to call special sessions of the General Court and to grant pardons.

In case of the absence, death or disability of the Governor, the Lieutenant Governor performs all the duties incumbent on the chief executive officer and has all of his constitutional powers. He assists the Governor in administering Executive Branch agencies, advises the Governor on administrative policies, and works with the legislature to enact those policies into law. The Lieutenant Governor is a voting member of the Governor's Council and presides over the Council in the Governor's absence.

### **FY08 MBE Narrative**

The Office of the Governor was unable to reach our target for MBE spending in FY08. Reductions in discretionary income and spending caused the number to fall short of the two year average, which still reflects spending patterns of the previous administration. This reduced spending was particularly true in the area of travel, where our vendor is a major source of MBE spending. As with any other small agency whose line item is largely personnel expenditures, our discretionary spending is limited, but we continue to actively seek out the MBE vendors on OSD statewide contracts in trying to reach our target.

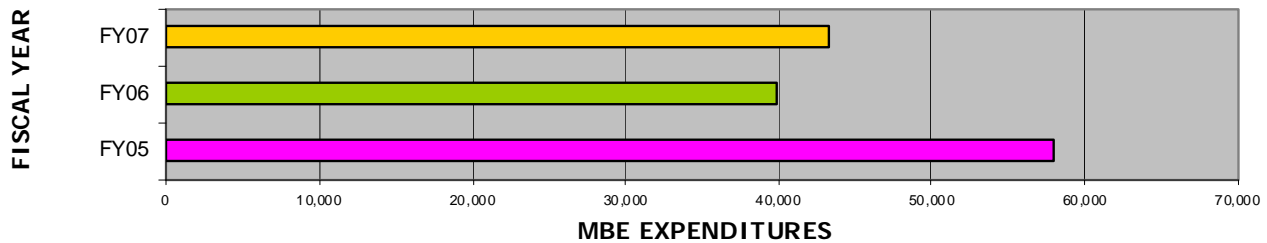
### **FY08 WBE Narrative**

The Office of the Governor once again exceeded our WBE target for FY08, despite a significant reduction in discretionary income and spending. As with any other small agency whose line item is largely personnel expenditures, our discretionary spending is limited, but we continue to actively seek out and patronize the WBE vendors on OSD statewide contracts in trying to reach our target.

Office of the Governor  
Historical Spending Trend Minority Business Enterprise (MBE)

OFFICE OF THE GOVERNOR			
	FY06	FY07	FY08
Office of the Governor	\$85,740	\$57,929	\$43,226
<b>TOTAL</b>	<b>\$85,740</b>	<b>\$57,929</b>	<b>\$43,226</b>

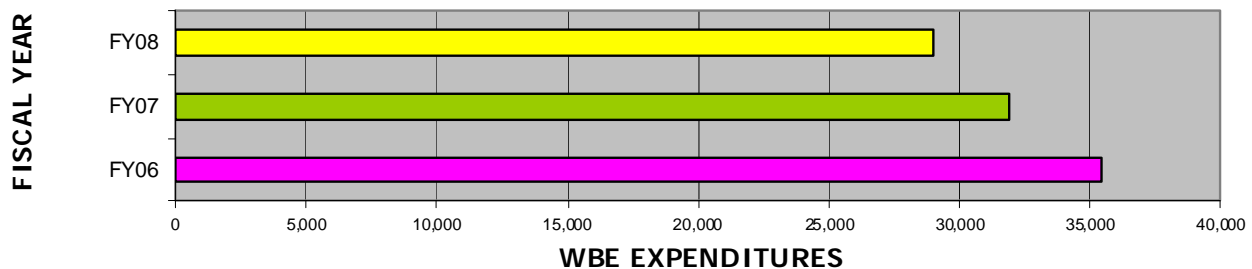
OFFICE OF THE GOVERNOR HISTORICAL MBE



Office of the Governor  
Historical Spending Trend Women Business Enterprise (WBE)

OFFICE OF THE GOVERNOR			
	FY06	FY07	FY08
Office of the Governor	\$35,418	\$31,885	\$28,994
<b>TOTAL</b>	<b>\$35,418</b>	<b>\$31,885</b>	<b>\$28,994</b>

OFFICE OF THE GOVERNOR HISTORICAL WBE



**OFFICE OF THE GOVERNOR  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Office of the Governor	\$446,210	\$71,835	(\$15,000)	\$56,835	\$39,957	0	\$39,957	(\$16,878)
<b>TOTAL</b>	\$446,210	\$71,835	-\$15,000	\$56,835	\$39,957	\$0	\$39,957	(\$16,878)

WOMEN BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR								
	FY08	2Yr (06/07)	FY08	FY08 WBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Office of the Governor	\$446,210	\$33,652	(\$5,000)	\$28,652	\$28,994		\$28,994	\$343
<b>TOTAL</b>	\$446,210	\$33,652	(\$5,000)	\$28,652	\$28,994	\$0	\$28,994	\$343

## EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE (ANF)

### Message from the Secretary

#### Agencies

**Appellate Tax Board (ATB):** The Appellate Tax Board is a quasi-judicial agency in the executive branch but with reporting requirements to the General Court. It is devoted exclusively to hearing and deciding cases on appeal from any state or local taxing authority. The Board was established by the Legislature in 1929 to relieve the Superior court of the large volume of tax appeals, and to provide taxpayers with a less expensive and more expedient means of appeal. The Board handles appeals related to virtually all state taxes and excises as well as appeals of local property taxes from all 351 cities and towns in the Commonwealth.

**The Bureau of State Office Buildings (BSB):** The Bureau's mission is to utilize a diverse workforce to carry out the statutory responsibilities of Massachusetts General Laws, Chapter 8; to provide a safe, secure workplace for customers, assuring that all who enter Bureau facilities have a pleasant business environment and can transit common areas without incident; and to efficiently maintain mechanical systems and buildings within budget, recognizing that they function as places of business, museums of art and history, and sites of public congregation.

**Information Technology Division (ITD):** The Commonwealth's Information Technology Division is the central provider of information technology (IT) services for the 170+ agencies in the Executive Department. These services include: internet access, enterprise applications, wide area network, the official public-facing web portal ([www.mass.gov](http://www.mass.gov)), central email system, and a web and application hosting hardware, software and facilities. ITD also sets IT standards for all other Executive Department agencies and supports the Information Technology Advisory Board and the interagency CIO Council.

**Public Employee Retirement Administration Commission (PERAC):** Created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems. The professional, prudent, and efficient administration of these systems is the public trust of PERAC and each of the 106 public pension systems for the mutual benefit of the public employees, public employers, and citizens of Massachusetts. The stewardship of the Trust Funds for the sole purpose of providing the benefits guaranteed to the public employees qualifying under the plans is the fulfillment of the obligation of the people of the Commonwealth to those who have dedicated their professional careers to the service of the people of the Commonwealth.

**Disabled Persons Protection Commission (DPPC):** The mission of the Disabled Persons Protection Commission (DPPC) is to protect adults with disabilities from the abusive acts and omissions of their caregivers through investigation, public awareness, and prevention.

**Massachusetts Office on Disability (MOD):** The Massachusetts Office on Disability (MOD) was created in 1981, under Chapter 6, Sec.185 of the Massachusetts General Laws. The purpose of the Office is to bring about full and equal participation of people with disabilities in all aspects of life. It works to assure the advancement of legal rights and for the promotion of maximum opportunities, supportive services, accommodations and accessibility in a manner, which fosters dignity and self-determination. MOD is the Commonwealth's Americans with Disabilities Act Coordinating Agency.

**Massachusetts Teachers' Retirement System (MTR):** The largest of the Commonwealth's 106 contributory retirement systems. They provide retirement, disability and survivor benefits to more than 88,000 active educators and 47,000 retirees. Their mission is to ensure that members of the Massachusetts Teachers' Retirement System achieve and maintain a successful and secure retirement through responsible benefits administration, financial integrity and the provision of outstanding service.

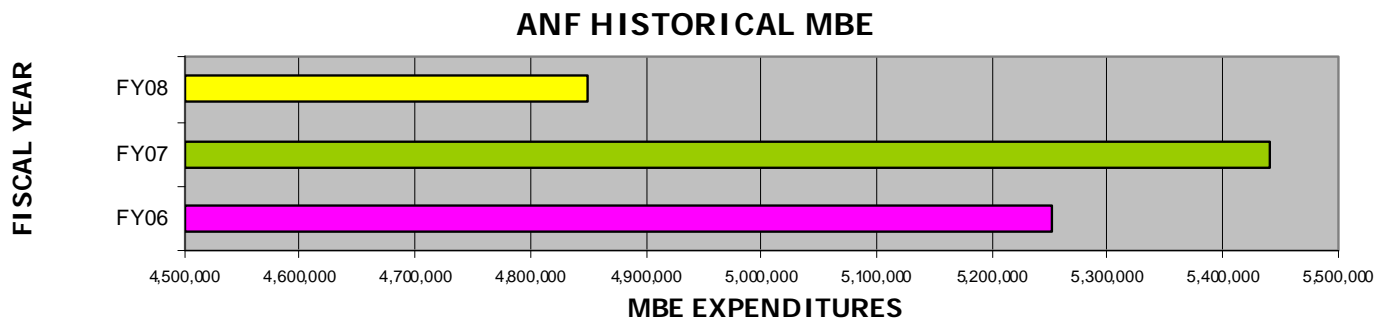
**State Library (LIB):** The State Library has maintained a position of vital importance in the State House since its formal establishment in 1826. Starting from a collection of maps, statute books, and government documents, the Library has grown into a multifaceted resource for legislators, executive personnel, state employees, historians, genealogists, and interested citizens from across the country and the world. Through political turmoil of over one hundred and eighty years in the State House, the State Library has continuously reflected the progressive ideals of the legislative and executive branches of government.



**Executive Office for Administration and Finance**  
**Historical Spending Trend-Minority Business Enterprises (MBEs)**

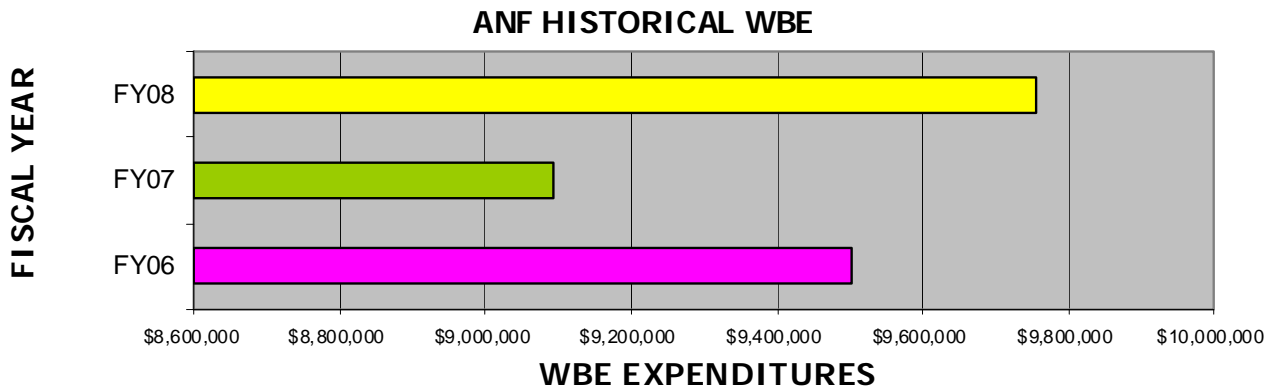
	FY06	FY07	FY08
Administrative Law Appeals	\$1,748	\$8,238	\$2,207
Appellate Tax Board	\$21,009	\$3,533	\$4,874
Bureau of State Office Buildings	\$65,298	\$668,033	\$766,004
Civil Service Commission	\$1,137	\$3,002	\$4,808
Department of Revenue	\$3,108,415	\$2,062,225	\$2,436,853
Disabled Persons Protection Commission	\$6,627	\$20,797	\$19,833
Division of Capital Asset Management and Maintenance	\$65,402	\$610,810	\$267,330
Executive Office for Administration and Finance	\$36,159	\$24,244	\$18,978
George Fingold Library	\$4,379	\$12,639	\$6,531
Group Insurance Commission	\$219,580	\$291,070	\$336,066
Human Resource Division	\$44,003	\$34,957	\$32,461
Information Technology Division	\$1,265,110	\$945,983	\$698,186
Mass Commission Against Discrimination	\$55,628	\$184,396	*
Massachusetts Developmental Disabilities Council	\$9,791	\$1,322	\$2,536
Massachusetts Office on Disability	\$19,222	\$10,587	\$6,018
Office of Educational and Accountability	\$8,098	\$4,598	\$1,542
Office of the State Comptroller	\$146,004	\$87,229	\$88,408
Operational Services Division	\$77,636	\$63,000	\$62,817
Public Employee Retirement Administration Com	\$15,097	\$184,220	\$19,417
Mass Teacher's Retirement Board	\$82,499	\$219,548	\$73,749
<b>TOTAL</b>	<b>\$5,252,842</b>	<b>\$5,440,431</b>	<b>\$4,848,618</b>

\*Massachusetts Commission Against Discrimination became a stand alone agency in FY08



**Executive Office for Administration and Finance**  
**Historical Spending Trend-Women Business Enterprises (WBEs)**

	FY06	FY07	FY08
Administrative Law Appeals	\$1,890	\$1,066	\$17,561
Appellate Tax Board	\$4,005	\$2,993	\$7,093
Bureau of State Office Buildings	\$377,728	\$624,191	\$702,585
Civil Service Commission	\$1,137	\$3,002	\$4,273
Department of Revenue	\$3,483,098	\$3,146,780	\$4,180,596
Disabled Persons Protection Commission	\$6,655	\$21,964	\$19,833
Division of Capital Asset Management and Maintenance	\$1,268,780	\$987,933	\$1,049,976
Executive Office for Administration and Finance	\$7,498	\$6,252	\$324,217
George Fingold Library	\$58,066	\$22,088	\$10,790
Group Insurance Commission	\$245,371	\$399,469	\$418,334
Human Resource Division	\$199,534	\$633,164	\$284,457
Information Technology Division	\$3,488,377	\$2,758,968	\$2,033,410
Mass Commission Against Discrimination	\$8,403	\$75,370	*
Massachusetts Development Disabilities Council	\$7,775	\$9,920	\$3,557
Mass Office on Disability	\$17,521	\$66,763	\$33,919
Office of Educational and Accountability	\$7,819	\$3,594	\$1,542
Office of the State Comptroller	\$136,645	\$144,912	\$264,091
Operational Services Division	\$54,516	\$73,535	\$98,680
Public Employee Retirement Administration Com	\$57,488	\$39,978	\$285,082
Teacher's Retirement Board	\$69,197	\$69,896	\$15,618
<b>TOTAL</b>	<b>\$9,501,503</b>	<b>\$9,091,838</b>	<b>\$9,755,614</b>



**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
MBE GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Administrative Law Appeals		\$4,993		\$4,993	\$2,207	\$0	\$2,207	(\$2,786)
Appellate Tax Board	\$249,690	\$12,271	(\$8,771)	\$3,500	\$4,874	\$0	\$4,874	\$1,374
Bureau of State Office Buildings	\$4,866,041	\$366,666	\$325,262	\$691,928	\$10,888	\$755,116	\$766,004	\$74,077
Civil Service Commission	\$12,532	\$2,070	(\$517)	\$1,553	\$4,808	\$0	\$4,808	\$3,256
Department of Revenue	\$56,463,690	\$2,585,320	(\$412,125)	\$2,173,195	\$2,169,070	\$267,783	\$2,436,853	\$263,658
Disabled Persons Protection Commission	\$234,482	\$13,712	\$2,500	\$16,212	\$19,833	\$0	\$19,833	\$3,621
Division of Capital Asset Management and Maintenance	\$3,539,178	\$338,106	\$0	\$338,106	\$171,613	\$95,717	\$267,330	(\$70,776)
Executive Office of Administration and Finance	\$317,378	\$30,202	\$1,535	\$31,737	\$15,140	\$3,838	\$18,978	(\$12,759)
George Fingold Library	\$345,542	\$8,509	\$0	\$8,509	\$6,531	\$0	\$6,531	(\$1,978)
Group Insurance Commission	\$2,917,682	\$255,325	\$5,000	\$260,325	\$336,066	\$0	\$336,066	\$75,741
Human Resource Division	\$1,128,957	\$39,480	\$0	\$39,480	\$28,827	\$3,634	\$32,461	(\$7,019)
Information Technology Division	\$49,689,561	\$1,105,547	\$0	\$1,105,547	\$493,490	\$204,696	\$698,186	(\$407,361)
Massachusetts Development Disabilities Council	\$149,683	\$5,557	\$0	\$5,557	\$2,536	\$0	\$2,536	(\$3,021)
Massachusetts Office of Disability	\$208,823	\$14,905	\$0	\$14,905	\$6,018	\$0	\$6,018	(\$8,887)
Office of Educational and Accountability	\$262,853	\$6,348	(\$2,923)	\$3,425	\$1,542	\$0	\$1,542	(\$1,883)
Office of the State Comptroller	\$1,616,104	\$116,617	\$5,000	\$121,617	\$11,971	\$76,437	\$88,408	(\$33,209)
Operational Services Division	\$320,766	\$70,318	\$0	\$70,318	\$60,223	\$2,594	\$62,817	(\$7,501)
Public Employee Retirement Adm. Comm.	\$1,909,197	\$99,659	(\$79,659)	\$20,000	\$19,232	\$185	\$19,417	(\$583)
Teacher's Retirement Board	\$5,216,249	\$151,024	(\$51,024)	\$100,000	\$72,894	\$855	\$73,749	(\$26,251)
<b>TOTAL</b>	<b>\$129,448,408</b>	<b>\$5,226,625</b>	<b>(\$215,722)</b>	<b>\$5,010,903</b>	<b>\$3,437,763</b>	<b>\$1,410,855</b>	<b>\$4,848,618</b>	<b>(\$162,285)</b>

**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
WBE GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 WBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Administrative Law Appeals		\$1,478		\$1,478	\$17,561	\$0	\$17,561	\$16,083
Appellate Tax Board	\$249,690	\$3,499	\$1	\$3,500	\$6,656	\$437	\$7,093	\$3,593
Bureau of State Office Buildings	\$4,866,041	\$500,960	\$135,967	\$636,927	\$52,580	\$650,005	\$702,585	\$65,659
Civil Service Commission	\$12,532	\$2,070	(\$517)	\$1,553	\$4,273	\$0	\$4,273	\$2,721
Department of Revenue	\$56,463,690	\$3,314,939	(\$559,118)	\$2,755,821	\$3,727,561	\$453,035	\$4,180,596	\$1,424,775
Disabled Persons Protection Commission	\$234,482	\$14,310	\$500	\$14,810	\$19,833	\$0	\$19,833	\$5,024
Division of Capital Asset Management and Maintenance	\$3,539,178	\$1,128,357	\$0	\$1,128,357	\$976,464	\$73,512	\$1,049,976	(\$78,381)
Executive Office of Administration and Finance	\$317,378	\$6,875	\$2,300	\$9,175	\$321,479	\$2,738	\$324,217	\$315,042
George Fingold Library	\$345,542	\$40,077	(\$33,000)	\$7,077	\$10,790	\$0	\$10,790	\$3,713
Group Insurance Commission	\$2,917,682	\$322,420	\$5,000	\$327,420	\$417,986	\$348	\$418,334	\$90,914
Human Resource Division	\$1,128,957	\$416,349	(\$285,960)	\$130,389	\$265,613	\$18,844	\$284,457	\$154,068
Information Technology Division	\$49,689,561	\$3,123,673	\$0	\$3,123,673	\$1,870,991	\$162,419	\$2,033,410	(\$1,090,263)
Massachusetts Development Disabilities Council	\$149,683	\$8,848	\$0	\$8,848	\$3,557	\$0	\$3,557	(\$5,291)
Massachusetts Office of Disability	\$208,823	\$42,142	\$0	\$42,142	\$33,919	\$0	\$33,919	(\$8,223)
Office of Educational and Accountability	\$262,853	\$5,707	(\$2,853)	\$2,854	\$1,542	\$0	\$1,542	(\$1,312)
Office of the State Comptroller	\$1,616,104	\$140,779	\$2,500	\$143,279	\$94,482	\$169,609	\$264,091	\$120,813
Operational Services Division	\$320,766	\$64,026	\$0	\$64,026	\$98,176	\$504	\$98,680	\$34,655
Public Employee Retirement Adm. Comm.	\$1,909,197	\$48,733	(\$9,000)	\$39,733	\$284,957	\$125	\$285,082	\$245,349
Teacher's Retirement Board	\$5,216,249	\$69,547	\$6,322	\$75,869	\$14,724	\$894	\$15,618	(\$60,251)
<b>TOTAL</b>	<b>\$129,448,408</b>	<b>\$9,254,784</b>	<b>(\$737,858)</b>	<b>\$8,516,926</b>	<b>\$8,223,144</b>	<b>\$1,532,470</b>	<b>\$9,755,614</b>	<b>\$1,238,688</b>

## OPERATIONAL SERVICES DIVISION

The Operational Services Division (OSD) is an oversight agency whose primary role is to oversee and coordinate the procurement activity for commodities and services for the Commonwealth and provide policy, procedures and guidelines to our customers on how to conduct procurements in a fair, open and competitive manner. The emphasis is on teaming with customers, enhancing service delivery, providing technical assistance and facilitating procurements.

To successfully accomplish the coordination and oversight of procurements, OSD formed cross-functional Procurement Management Teams (PMTs) with state departments to share in the responsibility for creating and monitoring best value contracts for commodities and services. To ensure that the procurement process is done in accordance with proper procedure, we conduct Quality Assurance reviews as well as financial audits of human and social service contractors.

### OSD's Mission Statement

OSD administers the procurement process by establishing statewide contracts for goods and services that ensure best value, provide customer satisfaction and support the socio-economic and environmental goals of the Commonwealth and by providing specific operational services.

### The Affirmative Market Program

In FY08 the Affirmative Market Program (AMP) went through a transition. Monserrate (Monsi) Quinones, the former Director of AMP left OSD in August 2008 to pursue other opportunities in state government. Monsi is sorely missed by her staff, peers, the AMP Business Advisory Board and the minority and women business community that she served so diligently throughout her years as Director of the program. It is OSD's intention to hire a new Director for the AMP Program; in the interim, Gladymar Parziale is serving as Acting Director.

The Affirmative Market Program joined OSD six years ago and has become an integral part of the department. The AMP has a critical mission at OSD and that is to serve all minority and women-owned businesses in Massachusetts and beyond, as it relates to participation in the state's procurement process. It is the only program that ensures that M/WBEs, of which approximately 86% are small businesses, be included in bidding opportunities for statewide contracts and department specific procurements.

The AMP has experienced considerable success with increasing expenditures with certified M/WBEs, training vendors, and developing procurement policies and guidance to assist departments in creating effective AMP approaches in all areas of procurements including small, large and statewide contracts.

AMP Expenditures with M/WBE Primes and Subcontractors for FY08

#### FY08 AMP Expenditures

- In FY08, combined SOMWBA certified minority (MBE) and women-owned business (WBE) expenditures in commodities and services increased by \$60,264,914 or 12% from FY07 totaling \$548,937,703.
- MBE expenditures in FY08 increased by 1% above previous year spending totaling \$ 206,513,037
- WBE expenditures in FY08 increased by 21% above previous year spending totaling \$ 342,424,666

## **FY08 Prime M/WBE Contractors**

- FY08 MBE prime contractor spend is \$193,795,472 an increase of 3% from FY07 or \$5,183,390
- FY08 WBE prime contractor spend is \$326,026,829 an increase of 24% from FY07 or \$63,452,743

## **FY08 M/WBE Sub-Contractors**

- FY08 M/WBE subcontractor participation totaled \$29,115,402 a decreased of 22% from FY07 or \$8,381,091
- Although FY08 sub-contracting spending decreased from prior year, direct spending with SOMWBA certified minority and women-owned businesses has increased.

## **AMP Services include:**

### **AMP Support Services**

- One on one mentoring services for M/WBE vendors
- Training and development on how to become a business partner with the Commonwealth as a prime or sub-contractor
- **Help Desk** offers information, guidance and support on the AMP program for businesses, state and local government and the public at large.

### **AMP Procurement Training Programs**

- **Introductory**: For M/WBEs new to state procurement and interested in learning how to maximize certification status, find opportunities for AMP partnerships and market to state entities.
- **Intermediate**: This training focuses on the procurement process and provides the tools necessary to compete for Commonwealth business.
- **Advanced**: This training is presented by the AMP Business Advisory Board. It is a business to business session and is designed for M/WBEs that are ready to bid in contracts.
- **AMP Plan Workshop**: This training is open to all vendors – certified and non-certified - that are bidding on large procurements (50K+) and are interested in learning how to submit an effective AMP Plan.

### **AMP for Department Training**

- This workshop provides state department procurement staff, fiscal staff and AMP Program Coordinators with “best practices” information and skills necessary to create effective AMP approaches in the procurement process.

### **In the Spotlight Brochure**

- A booklet that highlights M/WBE success stories in contracting with the Commonwealth. These stories have been shared at the AMP Kick Off event in September and the Legislative Breakfast in November 2008.

### Meet and Greet the Vendor

- To provide assistance to OSD procurement staff, prime contractors and M/WBE sub-contractors in meeting AMP objectives throughout the procurement and contract award process.

### AMP Frequently Asked Questions (FAQ'S)

- An online tool available on the OSD web site to provide answers to frequently asked questions about the AMP Program and the procurement process.

### M/WBE Talk

- The M/WBE Talk is a quarterly publication electronically published by the Affirmative Market Program (AMP). Here you will learn about news and updates on the AMP Program, opportunities for upcoming events and information on recently developed AMP information and more.

### **AMP Accomplishments:**

- Reaching out to the Legislature has been a key initiative for the Affirmative Market Program's Business Advisory Board (BAB) this past year. In so doing, the BAB hosted the fifth Annual Legislative Breakfast in November 2008 which has doubled in attendance, to discuss the challenges and opportunities of the AMP. The theme this year was: **The Role of the Affirmative Market Program and the impact that small, minority and women-owned Businesses have on the Massachusetts Economy.** All stakeholders were represented including State Senators and Representatives, M/WBE Vendors, AMP Department Coordinators and other Departmental Senior Staff. The BAB presented on the important work that the AMP does for hundreds of SOMWBA certified businesses and stressed the importance of understanding the procurement process which is integral to doing business with the Commonwealth. We continue to ask the Legislature for their support in funding for the AMP program and ask that AMP Coordinators continue to do the work they do within their respective departments to boost M/WBE expenditures both with primes and subcontractors.

The Operational Services Division continues to support the AMP program and its initiatives. We are committed to a procurement process that is fair, open and competitive and one which allows access and opportunity for all bidders, including minority and women-owned businesses.

**Message from the Commissioner**

As Commissioner of the Division of Capital Asset Management and Maintenance (DCAM) I am once again pleased to present the agency's report on minority and women business participation in DCAM's design and construction projects for Fiscal Year 2008. During Fiscal Year 2008 DCAM exceeded its Minority Business Enterprise (MBE) participation goals in design awards and construction awards. DCAM also exceeded its Women Business Enterprise (WBE) participation goals in design awards, construction awards and design expenditures. DCAM has a long-standing history of providing opportunities for meaningful participation by minority and women owned businesses in its design and construction projects and is proud to continue its record of achievement. DCAM is committed to continuing its leadership in this area by serving as a model public agency in ensuring the inclusion of minority and women businesses on agency construction projects so that the public dollars spent on Commonwealth projects are shared by all of its citizens.

David B. Perini  
Commissioner

**Mission**

The mission of the Division of Capital Asset Management and Maintenance (DCAM) is to serve the citizens of the Commonwealth by providing public-building construction and real estate services to state agencies. DCAM's scope of services includes planning, design, construction, capital repairs and improvements, facilities maintenance support, contractor certification and compliance, leasing, and asset management. DCAM fulfills its mission by working in close collaboration with its state agency clients to support their needs and objectives and does so in accordance with the highest professional and technical standards.

**A Long-Standing Commitment to M/WBE Participation**

DCAM has included provisions for both MBE and WBE (MBE/WBE) participation in its construction contracts for well over 20 years. MBE/WBE participation on DCAM construction projects is provided primarily by MBE/WBE subcontractors, in part because the numerous subcontracting firms on any given construction project provide the majority of hands-on construction services. Consistent with M.G.L. c 7, §40N, and Executive Order 390, DCAM later added provisions for MBE/WBE participation goals to its design contracts, which participation is usually provided by consultants to the prime designer. For many years now DCAM has had MBE/WBE goals on both construction and design projects.

Consistent with Executive Orders 390 & 478, M.G.L. Chapter 7, §40N, and relevant U.S. Supreme Court decisions, DCAM has established goals of 7.4% for MBE participation and 4% for WBE participation for its construction projects, and goals of 8% for MBE participation and 4% for WBE participation for its design contracts.<sup>1</sup> DCAM is currently reviewing these goals through a disparity study conducted by an outside consultant and jointly commissioned with the Massachusetts Housing Finance Agency.

Achieving contract MBE/WBE goals are a priority at DCAM. Prior to the award of contracts with goals, general contractors and designers submit a Schedule of MBE/WBE Participation showing how the applicable MBE/WBE participation goals for the contract will be met. On Construction Manager (CM) at Risk projects the CM makes a commitment at the time of contract award to meet the goals when the

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<sup>1</sup> Consistent with applicable law, and under certain circumstances, MBE and WBE participation goals on DCAM projects may be waived or reduced prior to advertisement of the project.



project reaches the phase at which subcontracting firms are procured. All MBE/WBE design and construction contract goals are subject to reduction or waiver based upon project specific circumstances.

Once the project is underway, DCAM closely monitors the contractors' and designers' performance and works with contractors to ensure that the MBE/WBE participation goals are reached or exceeded and that all MBE/WBE subcontractors and consultants perform their work. DCAM's compliance officers, engineers, project managers, and legal staff all participate in this effort. In the occasional instances in which MBE/WBE participation goals have not been met and circumstances warrant agency action, DCAM can and does assess monetary damages against the contractor or designer and may also pursue other legal avenues.

### **Outreach to MBEs and WBEs**

DCAM's Compliance, Certification and other staff continue the agency's long-standing outreach commitment by providing both one on one assistance, as well as giving presentations and conducting trainings at MBE/WBE focused construction related events coordinated by entities such as the Commonwealth's Affirmative Market Program, MBE/WBE organizations, public entities and other design and construction related industry groups. DCAM will continue its MBE/WBE education and outreach programs in FY09, and remains committed to creating opportunities for MBE/WBE firms.

### **FY08 MBE Narrative**

DCAM exceeded its benchmarks for MBE participation in construction contract awards in FY08. DCAM awarded 33 new contracts for construction and renovation projects in FY08 in the amount of \$88,281,829.00. Thirty six (36) MBE construction companies were scheduled to receive \$9,234,809.00 on these FY08 projects, accounting for 10.5% of the total construction contract dollars awarded.<sup>2</sup> The following are some of the largest construction subcontracts awarded to MBE firms in FY08:

<u>MBE Firm</u>	<u>Project</u>	<u>Contract</u>	<u>Value</u>
Amerphil Inc.	Worcester Psychiatric	Soil Remediation	\$1,632,000
Centaur Construction Services LLC	Taunton Trial Court	Sitework	\$1,500,341
GRC Steel LLC	Taunton Trial Court	Rebar & Mesh	\$585,000
General Air Conditioning & Htg. Inc.	Framingham Court	HVAC	\$486,000

During FY08 payments made to MBE construction contractors and subcontractors (under both contracts awarded in FY08 and contracts that extended into FY08 but awarded in prior years) were again substantial. Of \$146,511,833.00 DCAM paid to construction contractors, MBE contractors received \$9,520,305.00 in FY08, 6.5% of the total.<sup>3</sup>

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<sup>2</sup> Award numbers alone do not reflect ultimate MBE/WBE participation, particularly on CM at Risk Projects and a significant number of CM at Risk projects were begun in FY08. On CM at Risk Projects the CM pre-construction services contract award is reported as an award in the year executed, but this is usually well before any actual construction has begun and therefore awards at this early stage do not reflect the actual future MBE/WBE participation awards that will occur at the construction phase of these projects.

<sup>3</sup> Payments to MBE/WBE subcontractors and subconsultants are reported to DCAM quarterly by the prime contractor and designer on each contract. DCAM's MBE/WBE payment data is based on the information available to DCAM at the time that its fiscal year reports are compiled. Many DCAM projects are performed over several fiscal years. Therefore, a portion of MBE/WBE payments reported by general contractors and prime design firms in FY08 are for projects awarded during prior fiscal years. MBE and WBE participation goals on DCAM projects may be waived or reduced under specific criteria.

During FY08 DCAM awarded 41 new design contracts for a total value of \$21,159,933.00. MBE designers and subconsultants were scheduled to receive subcontracts totaling \$2,006,215.00 (9.5%) of the total design contract dollars awarded, exceeding the 8% goal. DCAM paid \$25,695,985.00 to design firms in FY08. DCAM MBE designers and subconsultants received \$1,966,619.00, or 7.7% of the total.<sup>3</sup>

### **FY08 WBE Narrative**

DCAM exceeded its benchmarks for WBE participation in construction contract awards in FY08. DCAM awarded 33 new contracts for construction and renovation projects in FY08 in the amount of \$88,281,829.00. Twenty seven (27) WBE construction companies were scheduled to participate on DCAM FY08 construction projects. These WBE firms were scheduled to receive \$17,299,124.00, or 19.6% of the construction contract dollars awarded by DCAM in FY08.<sup>2</sup> The following are some of the largest subcontracts awarded to WBE construction contractors in FY08 <sup>4</sup>:

<u>WBE Firm</u>	<u>Project</u>	<u>Contract</u>	<u>Value</u>
The Dow Company Inc.	Worcester Psychiatric	Utilities	\$12,473,000
HB Welding	Taunton Trial Court	Structural Steel	\$933,000
Stafford Construction Services, Inc.	Bunker Hill CC	Rough Carpentry	\$771,898
Folan Waterproofing	Taunton Trial Court	Waterproofing	\$412,000

DCAM paid \$146,511,833.00 to construction contractors during FY08. WBE firms on DCAM construction projects received payments totaling \$4,383,704.00 during FY08, or 3% of the total expenditure.<sup>3</sup>

During FY08 DCAM awarded 41 new design contracts for a total value of \$21,159,933.00. WBE designers and subconsultants were scheduled to receive subcontracts totaling \$1,039,554.00 (5%) of the total design contract dollars awarded, exceeding the 4% WBE goal. DCAM paid \$25,695,985.00 to design firms in FY08. DCAM WBE designers and subconsultants received \$1,627,597.00, or 6.3% of the total design expenditures, again exceeding the goal.<sup>3</sup>

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<sup>4</sup> A single large WBE subcontract, referenced in the accompanying listing of subcontracts, accounted for \$12.47 million of the WBE construction awards in FY08.

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# DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE (DCAM)

## CONSTRUCTION & DESIGN

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**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY08 CONSTRUCTION EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$ 146,511,833	\$ 16,702,349	\$ 9,520,305	\$ 4,383,704	\$ 13,904,009	(\$2,798,340)

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY08 DESIGN EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$25,695,985	\$3,083,518	\$1,966,619	\$1,627,597	\$3,594,216	\$510,697

**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY08 CONSTRUCTION AWARDS</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total AWARDS	FY08 M/WBE Benchmark	MBE AWARDS	WBE AWARDS	FY08 AWARDS (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$88,281,829	\$10,064,129	\$9,234,809	\$17,299,125	\$26,533,933	\$16,469,805

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY08 DESIGN AWARDS</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total AWARDS	FY08 M/WBE Benchmark	MBE AWARDS	WBE AWARDS	FY08 AWARDS (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$21,159,933	\$2,539,192	\$2,006,215	\$1,039,554	\$3,045,769	\$506,577

# MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION

## Mission Statement

The Commission Against Discrimination (CAD) and its predecessor agency, the Fair Employment Practices Commission, have been charged with the mission of enforcing the laws of the Commonwealth against employment discrimination since 1946. Its writ now runs against discrimination in housing, public accommodation, education, and credit services as well as employment. Cases of discrimination on account of race, color, religious creed, national origin, ancestry, sex, sexual orientation, age, marital status, family status (children), disability, receipt of public assistance, genetics, and military and veteran status all fall within its jurisdiction. Besides investigating and deciding all such cases, the Commission promulgates rules and regulations; monitors and assists businesses and state and local government agencies in their civil rights compliance efforts; sponsors educational programs for law enforcement officials who have civil rights enforcement responsibilities; and actively promotes broad public understanding of human rights issues.

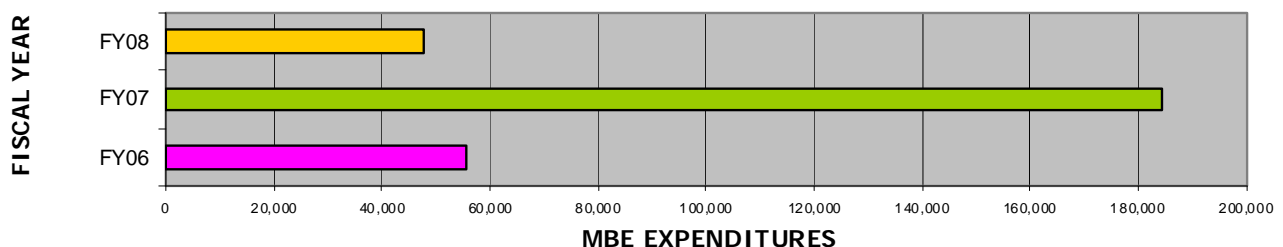
## Accomplishment and Initiatives

At every opportunity, CAD makes every attempt to incorporate MBE and WBE vendors in its procurement analysis. In a difficult FY09 fiscal climate, CAD was able to do very well. For FY09 and beyond CAD will closely review benchmark levels to ensure they reflect reasonable spending opportunities.

## Historical Spending Trend Minority Business Enterprise (MBE)

MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION			
	FY06	FY07	FY08
Mass Commission Against Discrimination	\$55,628	\$184,396	\$47,633
<b>TOTAL</b>	<b>\$55,628</b>	<b>\$184,396</b>	<b>\$47,633</b>

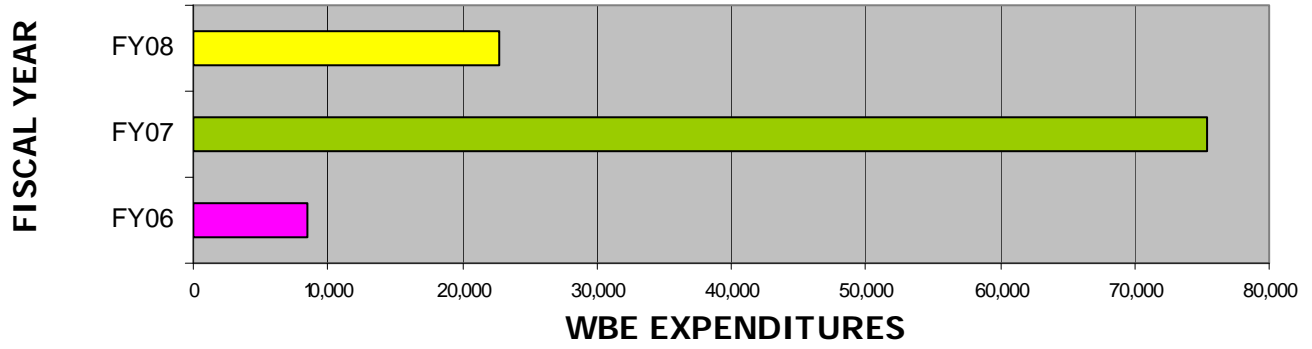
### MCAD HISTORICAL MBE



## Massachusetts Commission Against Discrimination Historical Spending Trend Women Business Enterprise (WBE)

Massachusetts Commission Against Discrimination			
	FY06	FY07	FY08
Mass Commission Against Discrimination	\$8,403	\$75,370	\$22,753
<b>TOTAL</b>	<b>\$8,403</b>	<b>\$75,370</b>	<b>\$22,753</b>

### MCAD HISTORICAL WBE



# EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS (EOEA)

## Message from the Secretary

*The Executive Office of Energy and Environmental Affairs remains committed to meeting and exceeding the spending goals of our Affirmative Market Plan benchmarks. As stewards of the Commonwealth's parks and open spaces, as promoters of affordable recreational opportunities, as well as affordable, clean energy, and as the protectors of clean air and water, I strongly believe the mission of our Secretariat complements the goals set forth in Executive Order 390.*

**Ian A. Bowles**  
**Secretary**  
**Secretariat Mission Statement**

The mission of the Office of the Secretary of Energy and Environmental Affairs is to develop and implement policies that safeguard public health from environmental threats; to preserve, protect and enhance the natural resources of the Commonwealth; and to ensure an adequate supply of energy that is reliable, affordable and clean.

## Agencies

The **Department of Agricultural Resources'** (DAR) mission is to support, promote and enhance the long-term viability of Massachusetts agriculture with the aim of helping this state's agricultural businesses become as economically and environmentally sound as possible. By so doing, it is hoped that our farmers will continue to support and maintain thousands of acres of valuable open space for the benefit of the state's economy and environment. The Department's divisions and bureaus are working to fulfill this mission through a variety of initiatives and programs.

The mission of the **State Reclamation Board** (SRB) is to control the population of mosquitoes and greenhead flies, and to prevent the spread of related diseases such as Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV).

The **Department of Conservation and Recreation** (DCR) is composed of the Division of Water Supply Protection, Division of State Parks and Recreation, and the Division of Urban Parks and Recreation. DCR is the Commonwealth's primary land management and natural resource planning agency. It is responsible for the care and oversight of the natural, cultural, and historic resources of the Commonwealth and provides quality public recreational opportunities that are environmentally sound, affordable, and accessible to all citizens. Its statewide holdings include forests, salt and freshwater beaches, lakes and ponds, skating rinks, tennis courts, swimming pools, athletic fields, bicycle/jogging paths, playgrounds, bandstands and music shells (including the Hatch Memorial Shell on the Charles River Esplanade), historic sites and museums, golf courses, downhill ski areas, and parkways. DCR also manages a 120,000-acre watershed and reservoir system that provides water for 2.5 million people. In addition to operating and managing these facilities, DCR performs resource assessments, planning, design, construction and scientific services.

The **Department of Environmental Protection** (DEP) is responsible for protecting human health and the environment by ensuring clean air and water, the safe management and disposal of solid and hazardous wastes, the timely cleanup of hazardous waste sites and spills, and the preservation of wetlands and coastal resources.



The **Department of Fisheries and Game (DFG)** is responsible for the management and protection of the state's fisheries and wildlife, including rare and endangered species. DFG promotes protection, restoration, and ecological integrity of the Commonwealth's rivers streams, and adjacent lands, undertakes river protection and monitoring efforts, and provides boat and Fisheries is responsible for managing the Commonwealth's marine fishery resources including shellfish and lobster. The Fisheries and Wildlife Division has stewardship responsibility for all inland wildlife, including rare and endangered species, and also provides outdoor recreation opportunities for public enjoyment.

The mission of the **Division of Energy Resources (ENE)** is to implement energy policies that ensure an adequate supply of reliable, affordable and clean energy for business and residents of Massachusetts. The Division improves and streamlines energy regulation, promotes greater efficiency in all energy uses, reduces energy costs and mobilizes energy education. In April 2007, Article 87 transferred The Division of Energy Resources (ENE) from the Office of Consumer Affairs umbrella to the Executive Office of Energy and Environmental Affairs. The ENE 2007 benchmark report is listed under the Office of Consumer Affairs.

The mission of the **Department of Public Utilities (DPU)** is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost as determined by its orders; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations. In April 2007, Article 87 transferred The Department of Public Utilities (DPU) from the Office of Consumer Affairs umbrella to the Executive Office of Energy and Environmental Affairs. The DPU 2007 benchmark report is listed under the Office of Consumer Affairs.

#### **FY08 Secretariat MBE/WBE Narrative**

The agencies of the Executive Office of Energy and Environmental Affairs (EEA) employ a variety of administrative tools and strategies for expanding opportunities for minority and women owned businesses. It should be noted that per OSD guidelines, departments are mandated to utilize statewide contracts for the vast majority of discretionary spending. Departments are therefore dependent on the number of M/WBE vendors on statewide contract for demonstrating success from a procurement standpoint. Agency CFOs and AMP coordinators throughout the secretariat continue to be resourceful and aggressive in responsibly building AMP considerations into agency procurements and targeting areas of discretionary spending that can be directed towards M/WBE vendors, statewide, or otherwise.

#### **FY08 EEA MBE/WBE Narrative**

EOEEA as an agency did not meet its WBE target but still expended \$30,000 over the previous last two years average. In MBE spending EOEEA fell short by \$27,000 which was within 5% of benchmark. We continue to support the program through following Executive branch procurement procedures and policies.

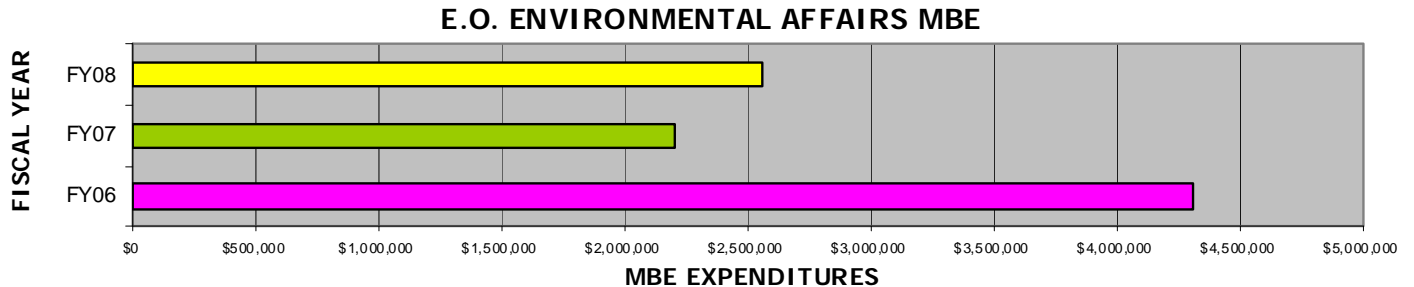
#### **Historical Spending Trend Minority Business Enterprise (MBE)**

##### **EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Department of Agricultural Resources (formerly Food and Agriculture)	\$34,118	\$31,646	\$45,592
Department of Conservation and Recreation (formerly Metropolitan District Commission)	\$3,365,865	\$586,246	\$969,441
Department of Fish and Game	\$286,489	\$308,680	\$270,398
Department of Public Utilities	*	*	\$80,625
Division of Energy Resources	*	*	\$3,352

Environmental Protection	\$494,062	\$511,496	\$1,088,509
Executive Office	\$106,006	\$740,667	\$82,745
State Reclamation Board	\$16,429	\$20,183	\$20,614
<b>TOTAL</b>	<b>\$4,302,969</b>	<b>\$2,198,918</b>	<b>\$2,561,276</b>

- New Departments to Secretariat in FY08.

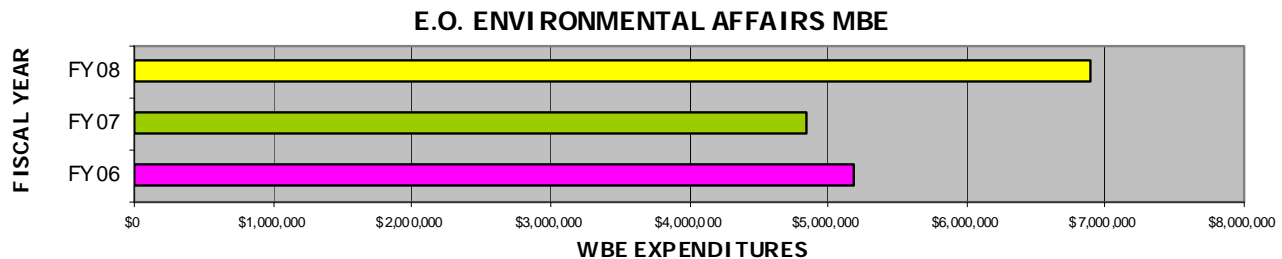


## Historical Spending Trend Minority Business Enterprise (WBE)

### EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

	FY06	FY07	FY08
Department of Agricultural Resources (Formerly Food and Agriculture)	\$50,458	\$123,091	\$166,459
Department of Conservation and Recreation (formerly Metropolitan District Commission)	\$3,276,443	\$2,667,065	\$3,800,113
Department of Fish and Game	\$758,454	\$575,311	\$1,205,420
Department of Public Utilities	*	*	\$225,791
Division of Energy Resources	*	*	\$17,666
Environmental Protection	\$714,151	\$952,535	\$992,900
Executive Office	\$356,117	\$495,684	\$458,060
State Reclamation Board	\$31,632	\$30,662	\$34,039
<b>TOTAL</b>	<b>\$5,187,255</b>	<b>\$4,844,348</b>	<b>\$6,900,448</b>

\* New Departments to Secretariat in FY08.



**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Department of Agricultural Resources	\$2,019,451	\$32,882	\$3,116	\$35,998	\$42,465	\$3,127	\$45,592	\$9,594
Department of Conservation and Recreation	\$186,874,366	\$1,976,056	\$0	\$1,976,056	\$934,841	\$34,600	\$969,441	(\$1,006,615)
Department of Public Utilities	\$7,986,431	\$297,585	\$30,000	\$327,585	\$177,169	\$93,229	\$270,398	(\$57,187)
Division of Energy Resources	\$6,393,626	\$63,460	\$0	\$63,460	\$80,470	\$155	\$80,625	\$17,165
Department of Fish and Game	\$447,203	\$8,434	\$0	\$8,434	\$3,352	\$0	\$3,352	(\$5,082)
Environmental Protection	\$35,667,926	\$502,779	\$0	\$502,779	\$1,064,566	\$23,943	\$1,088,509	\$585,730
Executive Office of Environmental Affairs	\$6,971,612	\$423,337	(\$313,337)	\$110,000	\$63,862	\$18,883	\$82,745	(\$27,255)
State Reclamation Board	\$3,211,872	\$18,306	\$1,894	\$20,200	\$17,437	\$3,177	\$20,614	\$414
<b>TOTAL</b>	<b>\$249,572,487</b>	<b>\$3,289,956</b>	<b>(\$278,327)</b>	<b>\$3,044,511</b>	<b>\$2,384,162</b>	<b>\$177,114</b>	<b>\$2,561,276</b>	<b>(\$483,235)</b>

**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

WOMAN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 WBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Department of Agricultural Resources	\$2,019,451	\$86,775	\$63,225	\$150,000	\$165,567	\$892	\$166,459	\$16,460
Department of Conservation and Recreation	\$186,874,366	\$2,971,754	\$0	\$2,971,754	\$3,747,984	\$52,129	\$3,800,113	\$828,359
Department of Fish and Game	\$7,986,431	\$666,883	\$15,000	\$681,883	\$705,693	\$499,727	\$1,205,420	\$523,538
Department of Public Utilities	\$6,393,626	\$140,372	\$0	\$140,372	\$224,422	\$1,369	\$225,791	\$85,419
Division of Energy Resources	\$447,203	\$54,175	\$0	\$54,175	\$17,666	\$0	\$17,666	(\$36,509)
Environmental Protection	\$35,667,926	\$833,343	\$0	\$833,343	\$988,142	\$4,758	\$992,900	\$159,557
Executive Office of Environmental Affairs	\$6,971,612	\$425,901	\$70,000	\$495,901	\$455,119	\$2,941	\$458,060	(\$37,841)
State Reclamation Board	\$3,211,872	\$31,147	\$1,853	\$33,000	\$32,356	\$1,683	\$34,039	\$1,039
<b>TOTAL</b>	<b>\$249,572,487</b>	<b>\$5,210,349</b>	<b>\$150,078</b>	<b>\$5,360,427</b>	<b>\$6,336,949</b>	<b>\$563,499</b>	<b>\$6,900,448</b>	<b>\$1,540,022</b>

# EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES (EOHHS)

## Message from the Secretary

*As the Commonwealth's largest Secretariat, the Executive Office of Health and Human Services has a greater opportunity to partner with Minority and Women-owned businesses. We strive to develop, form, and maintain a diverse network of providers. This is particularly important for our Secretariat, as many of these organizations are uniquely suited to serve our clients. The goal of this Secretariat is to meet and exceed our FY2008 benchmarks, as well as be a model for our sixteen agencies. EOHHS as a secretariat, purchases more than \$2.5 billion in human and social services annually. It is important to us to make an effort made to be more systematic in recruiting and contracting with organizations that show evidence of some level of cultural/linguistic competence.*

JudyAnn Bigby  
Secretary

## Mission Statement

The Executive Office of Health and Human Services will work to achieve the highest levels of health and well-being for all residents of Massachusetts. Each one of us, through our collective contributions, is dedicated to addressing the diversity of need across the Commonwealth and ensuring access to high quality, comprehensive, convenient, and effective integrated services to enable all residents of the Commonwealth to be as healthy and independent as possible.

## FY09 MBE Narrative

It was the goal of EOHHS to spend \$2,214,492 on Minority Business Enterprise (MBE) in 2008, and we exceeded that number by \$84,728. This year eleven of our sixteen agencies exceeded their MBE spending from last fiscal year, which is up from ten agencies last year. EOHHS and its agencies spent a total of \$157,735,584 in MBE expenditures this year, exceeding our benchmark by \$7,113,201. These increases reflect the Secretariat's continued efforts to partner with Minority Businesses in our community.

## FY09 WBE Narrative

This was EOHHS' tenth year of systematically and actively reaching out to Women Business Enterprises (WBE's). This year EOHHS exceeded our \$10,732,656 benchmark goal by \$2,076,311. Fourteen of our sixteen agencies exceeded their benchmarks with a total WBE with a total of \$276,382,198 in expenditures, exceeding the benchmark of \$212,476,305. These numbers again reflect the commitment of the Secretariat to work with WBE community-based organizations to provide health and human services.

## Notable Accomplishments and Initiatives

- The Massachusetts Commission for the Deaf and Hard of Hearing has identified a woman-owned Remote CART (Communication Access Realtime Translation) Service and are assisting the owner in gaining SOMWBA certification. This business is based outside of Massachusetts so the process is somewhat lengthy. When complete this company, Hardeman Realtime Inc., will be the first

SOMWBA-certified provider of communication access services for the deaf and hard of hearing in Massachusetts!

- The Department of Youth Services' FY08 WBE benchmark was set at \$4,681,185.82. Total spending for the year with WBE vendors was \$16,182,200.00, leaving a variance of \$11,501,015.00. This increase in spending was entirely done with POS providers.
- In FY 2008, The Office of Refugees and Immigrants (ORI) exceeded its benchmark for MBE spending by 9%, despite significant cuts to its refugee social services budget (traditionally a major source of MBE spending for ORI) and the loss of a major MBE from the mix of qualified refugee social service providers. MBE spending is expected to continue to represent over 15% of ORI's available discretionary budget.

## **Agencies:**

**Massachusetts Commission for the Blind (MCB):** The Massachusetts Commission for the Blind (MCB) provides the highest quality rehabilitation and social services to blind individuals, leading to independence and full community participation. MCB accomplishes this critical mission by working in partnership with legally blind consumers, families, community agencies, health care providers, and employers.

**The Massachusetts Commission for the Deaf and Hard of Hearing:** The Massachusetts Commission for the Deaf and Hard of Hearing is the principal agency in the Commonwealth on behalf of people of all ages who are deaf and hard of hearing.

**Massachusetts Rehabilitation Commission (MRC):** The Mass Rehab Commission's primary purpose is to serve individuals with disabilities. Within that context, we direct as much of our eligible purchasing power as we can to the W/MBE program as outlined by *Executive Order 390*.

**Office for Refugees and Immigrants (ORI):** The mission of the Office for Refugees and Immigrants is to promote the full participation of refugees and immigrants as self-sufficient individuals and families in the economic, social, and civic life of Massachusetts. ORI's commitment to supporting the development and growth of MBEs and WBEs is an important part of this mission.

**Department of Transitional Assistance (DTA):** DTA's mission is to assist low-income individuals and families to meet their basic needs, increase their incomes and improve their quality of life. Located within the Executive Office of Health and Human Services, the Department ensures that the emergency and transitional needs of the individuals and families of the Commonwealth are met through a combination of federal and state funded programs. Massachusetts has a comprehensive system of programs and supports to provide to individuals and families in need in order to achieve greater economic self-sufficiency.

**Department of Mental Health (DMH):** The Department of Mental Health, as the State Mental Health Authority, assures and provides access to services and supports, to meet the mental health needs of individuals of all ages, enabling them to live, work and participate in their communities. The Department establishes standard to ensure effective and culturally competent care to promote recovery. The Department sets policy, promotes self-determination, protects human rights and supports mental health training and research. This critical mission is accomplished by working in partnership with other state agencies, individuals, families, providers and communities.

**Soldiers' Home in Holyoke (HLY):** The mission of the Soldiers' Home in Holyoke is to provide, with honor and dignity, the highest quality of personal health care services to Massachusetts Veterans. Our vision is to be recognized as the health care provider of choice for all veterans residing in the Commonwealth of Massachusetts.

**The Department of Children and Families (DSS):** The Department of Children and Families is committed to diversity and cultural competence which it promotes through expanding the use of MBE/WBE businesses in Purchase of Service (POS) contracts and in commodities and business services purchasing through both departmental and statewide contracts. A diverse provider and vendor base is essential to the agency mission, as many of the Department's POS service providers serve cultural, linguistic and racial populations.

**Department of Veterans' Services (DVS):** The mission of the Department of Veterans' Services (DVS) is to be the leading advocate for the more than half-million veterans of the Commonwealth and their families and survivors. DVS establishes policy, proposes legislation, ensures adequate funding for veterans programs is included in the Governor's budget, and represents the interests of veterans in matters coming before the General Court.

**Department of Elder Affairs (ELD):** Promotes the independence and well-being of elders and people needing medical and social supportive services by providing advocacy, leadership, and management expertise to maintain a continuum of services responsive to the needs of our constituents, their families and caregivers.

**Department of Public Health (DPH):** The Department of Public Health is dedicated to serve all the people in the Commonwealth, particularly the under served, and to promote healthy people, healthy families, healthy communities and healthy. This is accomplished by supporting the development and growth of community based organizations who provide public health services to the people we serve.

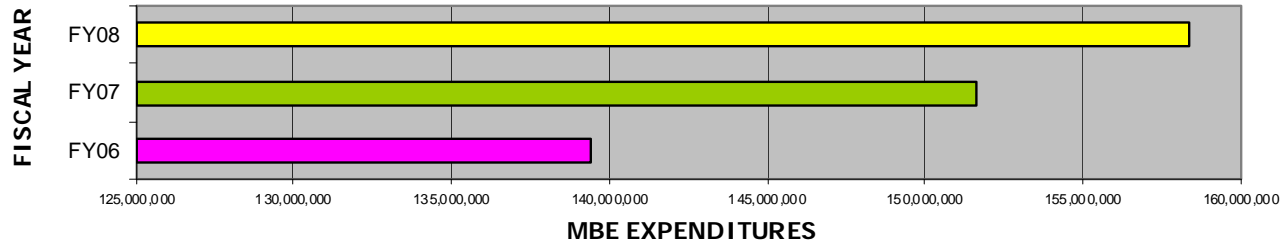
**Department of Youth Services (DYS):** The Department of Youth Services is the juvenile justice agency of the Commonwealth of Massachusetts. Our mission is to protect the public and prevent crime by promoting positive change in the lives of youth committed to our custody, and by partnering with communities, families, government, and provider agencies toward this end. We accomplish this mission through interventions that build knowledge, develop skills and change the behavior of the youth in our care.

#### **Executive Office of Health and Human Services Historical Spending Trend-Minority Business Enterprises (MBEs)**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Department of Elder Services	\$21,612,796	\$25,708,852	\$27,949,703
Department of Mental Health	\$14,838,565	\$14,792,873	\$14,608,201
Department of Mental Retardation	\$29,148,249	\$31,227,369	\$32,596,238
Department of Public Health	\$26,145,636	\$29,224,313	\$29,635,868
Department of Social Services	\$25,251,506	\$27,402,893	\$26,973,764
Department of Transitional Assistance	\$13,963,940	\$14,858,634	\$16,167,903
Department of Veteran's Services	\$588,101	\$439,597	\$461,287
Department of Youth Services	\$3,301,161	\$2,474,285	\$2,637,159

Division of Health Care Finance & Policy	\$41,440	\$61,537	\$187,830
Executive Office	\$1,938,086	\$2,268,898	\$2,299,220
Holyoke Soldiers' Home	\$132,425	\$112,767	\$196,529
Massachusetts Commission For Deaf & Hard of Hearing	\$23,045	\$16,694	\$11,599
Massachusetts Commission for the Blind	\$57,953	\$55,768	\$85,353
Massachusetts Office for Refugees and Immigrants	\$627,027	\$997,971	\$934,326
Massachusetts Rehabilitation Commission	\$1,427,127	\$1,703,873	\$3,436,901
Soldiers Home in Massachusetts	\$316,928	\$279,686	\$195,591
<b>TOTAL</b>	<b>\$139,413,985</b>	<b>\$151,626,010</b>	<b>\$158,377,472</b>

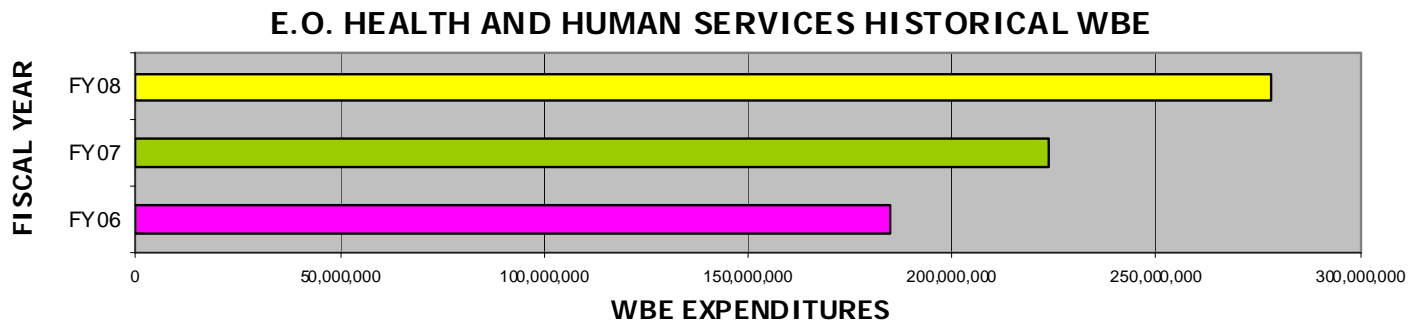
#### E.O. HEALTH AND HUMAN SERVICES HISTORICAL MBE





**Executive Office of Health and Human Services  
Historical Spending Trend-Women Business Enterprises (WBEs)**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Department of Elder Services	\$8,846,131	\$14,094,734	\$11,818,415
Department of Mental Health	\$35,023,510	\$37,487,563	\$47,306,119
Department of Mental Retardation	\$54,833,923	\$69,619,845	\$84,648,046
Department of Public Health	\$21,996,740	\$25,029,242	\$35,820,819
Department of Social Services	\$36,913,972	\$43,694,166	\$47,245,398
Department of Transitional Assistance	\$7,877,456	\$9,271,965	\$12,653,039
Department of Veteran's Services	\$351,017	\$242,816	\$497,786
Department of Youth Services	\$4,008,035	\$5,116,960	\$16,182,200
Division of Health Care Finance & Policy	\$197,625	\$339,206	\$497,105
Executive Office	\$8,583,854	\$11,037,458	\$12,808,967
Holyoke Soldiers' Home	\$16,263	\$57,074	\$54,871
Massachusetts Commission For Deaf & Hard of Hearing	\$130,156	\$112,292	\$56,382
Massachusetts Commission for the Blind	\$529,588	\$785,100	\$841,751
Office for Refugees and Immigrants	\$4,507	\$7,728	\$16,417
Massachusetts Rehabilitation Commission	\$5,572,626	\$6,879,314	\$7,342,134
Soldiers' Home in Massachusetts (Formerly Chelsea Soldiers Home)	\$81,783	\$141,659	\$147,454
<b>TOTAL</b>	<b>\$184,967,186</b>	<b>\$223,917,122</b>	<b>\$277,936,903</b>



**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
MBE GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES								
	FY08 Disc. Base	2Yr (06/07 Average)	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Department of Elder Affairs	\$251,519,112	\$23,660,824	\$1,840,959	\$25,501,783	\$21,026,078	\$6,923,625	\$27,949,703	\$2,447,920
Department of Mental Health	\$432,414,426	\$14,815,719	\$0	\$14,815,719	\$14,177,208	\$430,993	\$14,608,201	(\$207,518)
Department of Mental Retardation	\$901,824,510	\$30,187,809	\$100,000	\$30,287,809	\$32,543,580	\$52,658	\$32,596,238	\$2,308,429
Department of Public Health	\$524,292,389	\$27,684,975	\$1,384,248	\$29,069,223	\$29,506,290	\$129,578	\$29,635,868	\$566,646
Department of Social Services	\$610,232,067	\$26,327,199	\$1,600,000	\$27,927,199	\$26,153,690	\$820,074	\$26,973,764	(\$953,435)
Department of Transitional Assistance	\$166,868,470	\$14,411,287	\$119,973	\$14,531,260	\$16,139,535	\$28,368	\$16,167,903	\$1,636,643
Department of Veterans' Services	\$7,657,167	\$513,849	(\$108,849)	\$405,000	\$452,013	\$9,274	\$461,287	\$56,287
Department of Youth Services	\$115,074,329	\$2,887,723	\$75,121	\$2,962,844	\$2,545,593	\$91,566	\$2,637,159	(\$325,685)
Division of Health Care Finance and Policy	\$7,562,669	\$51,489	(\$31,595)	\$19,894	\$179,424	\$8,406	\$187,830	\$167,937
Executive Office of Health and Human Services	\$145,956,055	\$2,103,492	\$111,000	\$2,214,492	\$1,818,610	\$480,610	\$2,299,220	\$84,728
Holyoke's Soldiers Home	\$4,289,411	\$122,596	(\$32,596)	\$90,000	\$88,614	\$107,915	\$196,529	\$106,529
Mass. Commission for Deaf & Hard of Hearing	\$2,709,089	\$19,870	\$0	\$19,870	\$11,067	\$532	\$11,599	(\$8,271)
Mass. Commission for the Blind	\$17,585,179	\$56,861	\$500	\$57,361	\$85,054	\$299	\$85,353	\$27,993
Mass. Office for Refugees and Immigrants	\$4,977,523	\$812,499	\$40,625	\$853,124	\$934,326	\$0	\$934,326	\$81,202
Mass. Rehabilitation Commission	\$84,199,012	\$1,565,500	\$0	\$1,565,500	\$3,403,780	\$33,121	\$3,436,901	\$1,871,401
Soldiers' Home in Massachusetts	\$6,540,842	\$298,307	\$3,000	\$301,307	\$195,526	\$65	\$195,591	(\$105,716)
<b>TOTAL</b>	<b>\$3,283,702,250</b>	<b>\$145,519,997</b>	<b>\$5,102,386</b>	<b>\$150,622,383</b>	<b>\$149,260,388</b>	<b>\$9,117,084</b>	<b>\$158,377,472</b>	<b>\$7,755,089</b>

**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES								
	FY08 Disc. Base	2Yr (06/07 Average)	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Department of Elder Affairs	\$251,519,112	\$11,470,433	\$845,684	\$12,316,117	\$269,294	\$11,549,121	\$11,818,415	(\$497,702)
Department of Mental Health	\$432,414,426	\$36,255,537	\$0	\$36,255,537	\$45,776,262	\$1,529,857	\$47,306,119	\$11,050,583
Department of Mental Retardation	\$901,824,510	\$62,226,884	\$200,000	\$62,426,884	\$84,638,157	\$9,889	\$84,648,046	\$22,221,162
Department of Public Health	\$524,292,389	\$23,512,991	\$1,175,649	\$24,688,640	\$35,701,609	\$119,210	\$35,820,819	\$11,132,179
Department of Social Services	\$610,232,067	\$40,304,069	\$3,500,000	\$43,804,069	\$47,033,693	\$211,705	\$47,245,398	\$3,441,329
Department of Transitional Assistance	\$166,868,470	\$8,574,711	\$1,129,806	\$9,704,517	\$12,599,641	\$53,398	\$12,653,039	\$2,948,523
Department of Veterans' Services	\$7,657,167	\$296,917	\$0	\$296,917	\$496,784	\$1,002	\$497,786	\$200,870
Department of Youth Services	\$115,074,329	\$4,562,498	\$118,688	\$4,681,186	\$16,179,885	\$2,315	\$16,182,200	\$11,501,015
Division of Health Care Finance and Policy	\$7,562,669	\$268,416	\$133,991	\$402,407	\$492,158	\$4,947	\$497,105	\$94,699
Executive Office of Health and Human Services	\$145,956,055	\$9,810,656	\$922,000	\$10,732,656	\$12,616,237	\$192,730	\$12,808,967	\$2,076,311
Holyoke's Soldiers Home	\$4,289,411	\$36,669	(\$11,669)	\$25,000	\$54,577	\$294	\$54,871	\$29,872
Mass. Commission for Deaf & Hard of Hearing	\$2,709,089	\$121,224	(\$36,304)	\$84,920	\$55,582	\$800	\$56,382	(\$28,538)
Mass. Commission for the Blind	\$17,585,179	\$657,344	\$55,000	\$712,344	\$841,349	\$402	\$841,751	\$129,407
Mass. Office for Refugees and Immigrants	\$4,977,523	\$6,118	\$306	\$6,424	\$16,417	\$0	\$16,417	\$9,994
Mass. Rehabilitation Commission	\$84,199,012	\$6,225,970	\$0	\$6,225,970	\$7,333,591	\$8,543	\$7,342,134	\$1,116,164
Soldier's Home in Massachusetts	\$6,540,842	\$111,721	\$1,000	\$112,721	\$147,337	\$117	\$147,454	\$34,733
<b>TOTAL</b>	<b>\$3,283,702,250</b>	<b>\$204,442,154</b>	<b>\$8,034,151</b>	<b>\$212,476,305</b>	<b>\$264,252,573</b>	<b>\$13,684,330</b>	<b>\$277,936,903</b>	<b>\$65,460,598</b>

## Executive Office of Public Safety & Homeland Security

### Message from the Secretary

I am pleased to present this year's report of our Secretariat's participation in the Affirmative Market Program. We as a Secretariat are committed to creating more opportunities and better outcomes for all citizens in the commonwealth. I am encouraged by the strength of that commitment when we realize sustained and measurable accomplishments in the Affirmative Market Program, even as our agencies face significant decreases in their discretionary spending authority. Together we will make every effort to stimulate and grow our economy as we carry out our fiduciary responsibility of public safety.

**Kevin M. Burke**  
Secretary

### Mission Statement

The Executive Office of Public Safety & Security seeks to ensure the safety, security, and preparedness of the Commonwealth, its citizens and their properties by overseeing and developing policies and programs relative to public safety, criminal justice, law enforcement, homeland security, and emergency preparedness. Our Secretariat fosters an environment of innovation and collaboration among our agencies and their constituencies that inspires openness and accessibility in the belief that an informed citizenry will be less fearful and better able to participate in the creation of peaceful and accessible public spaces. We continue to incorporate into our service delivery emerging technology applications and evidence-based best practices.

### FY08 MBE Narrative

The Secretariat as a whole made a quality effort to expend discretionary funds with MBEs. Although this figure was 85% of the FY 2008 Benchmark, 9 of our 13 agencies (69%) exceeded their FY 2008 Benchmark goals including one agency that doubled its expenditures from the 2007 level. Notably, we wish to acknowledge the efforts of our AMP teams at Criminal History Systems Board, Department of Fire Services, Mass. Emergency Management, Merit Rating Board, Military Division, Municipal Police Training Committee, Parole Board, Sex Offender Registry Board and the Executive Office of Public Safety & Security.

### FY08 WBE Narrative

Overall, our agencies made great strides in reaching their FY 2008 WBE spending as a percentage of the overall benchmark. Their efforts resulted in WBE spending of nearly 97% of the FY 2008 Benchmark for the Secretariat. Again, 9 of our 13 agencies met or exceeded their WBE Benchmark which includes two agencies that projected & exceeded increased spending above their 2007 totals. However, one agency exceeded their target spending 50%. We wish to recognize the accomplishments of our AMP teams at Chief Medical Examiner, Criminal History System Board, Municipal Police Training Committee, Department of Correction, Department of Public Safety, Merit Rating Board, Military Division, Parole Board, and Sex Offender Registry Board.

### Accomplishments and Initiatives

The Secretariat is proud of the collaborative efforts among our agencies as we strive to produce measurable and positive results. We are pleased with the efforts of our seven agencies that met or exceeded their spending benchmarks in both Minority-Owned and Women-Owned businesses: Criminal History Systems Board, Department of Fire Services, Department of Public Safety, Merit Rating Board, Military Division, Parole Board, and Sex Offender Registry Board. We are encouraged by our ability to meet and exceed MBE and WBE spending levels at our agencies as we experience deep cuts in the discretionary funding available to us. Our agencies will continue to embrace the goals of the Affirmative

Market Program through our competitive procurements and general business transactions to create additional opportunities for our minority, women, and disadvantaged business communities.

## **Agencies**

**The Executive Office:** The Executive Office of Public Safety & Security (EOPSS) is the planning and management arm of the Commonwealth's public safety efforts. At the Executive Office, our staff supports, supervises, and provides planning and guidance to a variety of Massachusetts public safety agencies, boards and commissions. Some of the initiatives that operate directly from the Executive Office are the Statewide Emergency Telecommunications Board (E911) and the Office of Grants & Research which manages state and federal programs related to Highway & Safety, Justice & Prevention and Homeland Security.

**Office of the Chief Medical Examiner:** The Office of the Chief Medical Examiner (CME) determines the cause and manner of death in cases under its jurisdiction. The agency accomplishes this mission through case investigations and through the performance of autopsies and laboratory studies.

**Criminal History Systems Board:** The Massachusetts Criminal History Systems Board (CHSB) serves as the hub for information services for the law enforcement and criminal justice communities. The CHSB operates the Commonwealth's Criminal Justice Information System, connecting 276 local police departments. The CHSB is also responsible for the administration of the Criminal Offender Record Information (CORI) statute.

**Municipal Police Training Council:** The Municipal Police Training Council (MPTC) provides the training for municipal police officers. MPTC develops and administers municipal training schools and courses for new officers, as well as the yearly in-service refresher course and a variety of specialized courses.

**Department of Correction:** The Massachusetts Department of Correction (DOC) operates the Commonwealth's prison system. The Superintendents at each of the DOC prisons manage the day-to-day operations of their facilities, and are responsible for the more than 10,000 inmates incarcerated in the state's prison system. The DOC currently employs nearly 5,000 Correction Officers, Correctional Program Officers, and other security, support, and training staff.

**Department of Fire Services:** The Department of Fire Services (DFS) provides for firefighter safety through policy development and training. The DFS also operates the Massachusetts Firefighting Academy. The Department, led by the Office of the State Fire Marshal, also assists and supports the fire service community in protecting the lives and property of the citizens of the Commonwealth.

**Department of Public Safety:** The Department of Public Safety (DPS) promotes public safety and awareness in Massachusetts through a variety of boards and commissions, and through licensing and inspections performed by the divisions within the department. The Department of Public Safety includes the Architectural Access Board (AAB) and the Board of Building Standards and Regulations (BBS).

**Department of State Police:** The Massachusetts State Police (MSP) is the oldest state police department in the nation. Today's State Police consists of more than 2,200 sworn and civilian personnel committed to providing quality policing to the citizens of the Commonwealth by ensuring safe roadways, reducing violence, preventing crime, and providing leadership in times of disaster and critical incidents.

**Massachusetts Emergency Management Agency:** The Massachusetts Emergency Management Agency (MEMA) coordinates federal, state, local and private resources throughout the Commonwealth

during times of disasters and emergencies. In addition, MEMA's day-to-day operation is vital in preparing the Commonwealth for whatever man-made or natural challenges it may face.

**Merit Rating Board:** The Merit Rating Board's (MRB) primary mission is the administration of the safe driver insurance plan, as promulgated by the Commissioner of Insurance. The Merit Rating Board maintains driving history records consisting of motor vehicle violations, at-fault accidents and comprehensive claims. As the entry point of the Civil Motor Vehicle Infraction process, the Merit Rating Board plays a critical role in the distribution of \$25.8 million dollars annually in fines collected for civil motor vehicle violations to the cities and towns. The Merit Rating Board also provides monthly traffic citation summary reports for every Massachusetts police department.

**Massachusetts Military Division (National Guard):** The Massachusetts National Guard (MIL) is the only militia with a federal and state mission. The Guard's federal mission is to provide trained units and individuals to augment the active component in time of war or national emergency. The state mission is to provide the Commonwealth with organized units, equipped and trained to function effectively in the protection of life, property and the preservation of peace, order and public safety. The Guard accomplishes these missions with a force of 11,974 army and air men and women, commanded by the Adjutant General, with 62 armories located throughout the Commonwealth.

**Parole Board:** The Massachusetts Parole Board (PAR) is responsible for successfully reintegrating suitable offenders into the community through supervised, conditional release. The Parole Board makes impartial, balanced release decisions and clemency recommendations. Release decisions allow selected inmates to serve a portion of their sentence in the community under strict supervision, subject to specific rules and regulations. The Parole Board may modify conditions of release or, with just cause, return a parolee to custody. The Parole Board's Victim Services Unit provides information, referrals and support services to crime victims and their family members. The Unit also solicits victim input so that parole decisions are made in as informed a manner as possible, and provides assistance and support to crime victims during parole hearings. The Parole Board also provides victims access to specified parole hearings.

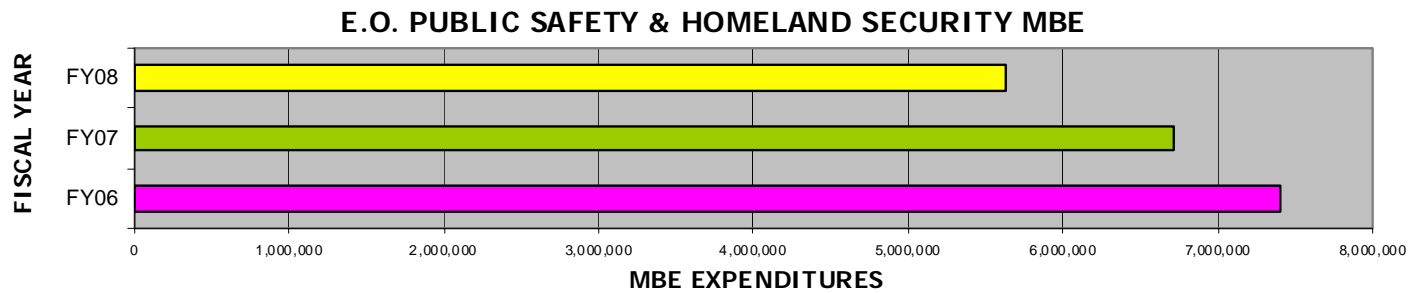
**Sex Offender Registry Board:** The Sex Offender Registry Board (SORB) is the State public safety agency responsible for protecting vulnerable members of our communities from sex offenders. The Board is responsible for promulgating guidelines for determining a sex offender's level of risk of re-offense and the degree of dangerousness posed to the public, as well as providing relief from the obligation to register. In addition, the Board is responsible for developing guidelines for use by city and town police departments in disseminating sex offender registry information.

## **Executive Office of Public Safety & Homeland Security Historical Spending Trend Minority Business Enterprise (MBE)**

### **EXECUTIVE OFFICE OF PUBLIC SAFETY**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Chief Medical Examiner	\$115,328	\$75,487	\$49,528
Criminal History Systems Board	\$691,890	\$74,389	\$85,009
Municipal Police Training Committee	\$18,679	\$21,813	\$1,913,396
Department of Corrections	\$3,033,673	\$2,598,337	\$44,934
Department of Fire Services	\$42,438	\$34,050	\$19,944
Department of State Police	\$22,083	\$29,075	\$629,446
Department of Public Safety	\$686,302	\$1,032,323	\$2,306,534
Executive Office	\$2,229,448	\$2,373,170	\$66,560
Mass. Emergency Management Agency	\$176,667	\$97,962	\$184,271

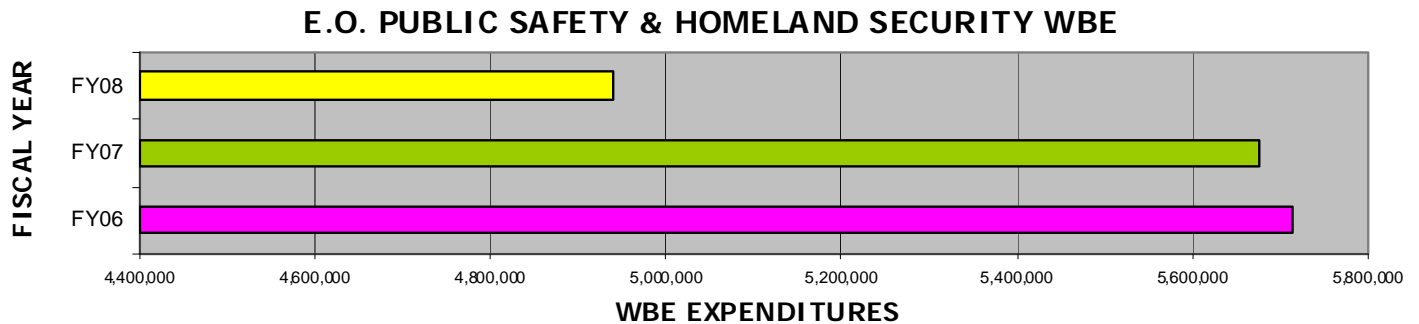
Merit Rating Board	\$176,996	\$149,216	\$103,296
Military Division	\$72,243	\$90,178	\$44,994
Parole Board	\$94,081	\$96,594	\$119,718
Sex Offender Registry Board	\$36,288	\$42,300	\$56,533
<b>TOTAL</b>	<b>\$7,396,116</b>	<b>\$6,714,894</b>	<b>\$5,624,163</b>



**Executive Office of Public Safety & Homeland Security  
Historical Spending Trend Women Business Enterprise (WBE)**

**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Chief Medical Examiner	\$41,382	\$36,361	\$37,433
Criminal History Systems Board	\$60,021	\$85,648	\$126,304
Criminal Justice Training Council	\$29,299	\$56,796	\$1,816,718
Department of Corrections	\$1,569,305	\$1,470,090	\$108,199
Department of Fire Services	\$154,867	\$93,971	\$26,664
Department of State Police	\$2,130,157	\$78,527	\$1,269,440
Department of Public Safety	\$22,337	\$2,254,566	\$388,930
Executive Office	\$630,988	\$319,743	\$475,128
Mass. Emergency Management Agency	\$745,530	\$594,340	\$214,053
Merit Rating Board	\$152,663	\$242,269	\$50,626
Military Division	\$7,496	\$82,496	\$66,397
Parole Board	\$106,910	\$309,230	\$280,744
Sex Offender Registry Board	\$62,551	\$53,430	\$78,289
<b>TOTAL</b>	<b>\$5,713,506</b>	<b>\$5,677,467</b>	<b>\$4,938,925</b>





**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
MBE GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY08 Expenditures	Variance
Chief Medical Examiner	\$2,260,483	\$95,408	(\$19,908)	\$75,500	\$48,820	\$708	\$49,528	(\$25,972)
Criminal History Systems Board	\$2,804,055	\$383,140	(\$308,140)	\$75,000	\$42,785	\$42,224	\$85,009	\$10,010
Department of Correction	\$71,071,474	\$2,816,005	\$0	\$2,816,005	\$747,654	\$1,165,742	\$1,913,396	(\$902,609)
Department of Fire Services	\$5,607,330	\$38,244	\$0	\$38,244	\$41,936	\$2,998	\$44,934	\$6,690
Department of Public Safety	\$1,186,184	\$25,579	\$3,200	\$28,779	\$19,944	\$0	\$19,944	(\$8,835)
Department of State Police	\$42,798,930	\$859,313	\$0	\$859,313	\$567,603	\$61,843	\$629,446	(\$229,867)
Executive Office of Public Safety & Security	\$73,005,825	\$2,301,309	\$0	\$2,301,309	\$2,268,908	\$37,626	\$2,306,534	\$5,225
Massachusetts Emergency Management Agency	\$3,519,208	\$137,315	(\$73,518)	\$63,797	\$65,772	\$788	\$66,560	\$2,764
Merit Rating Board	\$1,680,453	\$163,106	\$0	\$163,106	\$179,647	\$4,624	\$184,271	\$21,165
Military Division	\$4,262,814	\$81,211	\$0	\$81,211	\$100,322	\$2,974	\$103,296	\$22,086
Municipal Police Training Committee/Criminal Justice Training Council	\$1,176,254	\$20,246	\$0	\$20,246	\$43,437	\$1,557	\$44,994	\$24,748
Parole Board	\$3,827,002	\$95,338	\$0	\$95,338	\$119,662	\$56	\$119,718	\$24,381
Sex Offender Registry Board	\$484,950	\$39,294	\$0	\$39,294	\$46,555	\$9,978	\$56,533	\$17,239
<b>TOTAL</b>	<b>\$213,684,962</b>	<b>\$7,055,505</b>	<b>(\$398,366)</b>	<b>\$6,657,139</b>	<b>\$4,293,045</b>	<b>\$1,331,118</b>	<b>\$5,624,163</b>	<b>(\$1,032,976)</b>

**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORTWBE GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Chief Medical Examiner	\$2,260,483	\$38,872	(\$2,500)	\$36,372	\$37,351	\$82	\$37,433	\$1,062
Criminal History Systems Board	\$2,804,055	\$72,835	\$12,165	\$85,000	\$92,770	\$33,534	\$126,304	\$41,305
Department of Correction	\$71,071,474	\$1,519,698	\$15,700	\$1,535,398	\$1,807,254	\$9,464	\$1,816,718	\$281,321
Department of Fire Services	\$5,607,330	\$124,419	\$0	\$124,419	\$107,688	\$511	\$108,199	(\$16,220)
Department of Public Safety	\$1,186,184	\$50,432	(\$25,000)	\$25,432	\$26,664	\$0	\$26,664	\$1,232
Department of State Police	\$42,798,930	\$2,192,362	(\$442,362)	\$1,750,000	\$1,269,137	\$303	\$1,269,440	(\$480,560)
Executive Office of Public Safety & Security	\$73,005,825	\$475,366	\$0	\$475,366	\$352,111	\$36,819	\$388,930	(\$86,436)
Massachusetts Emergency Management Agency	\$3,519,208	\$669,935	(\$169,230)	\$500,705	\$475,026	\$102	\$475,128	(\$25,577)
Merit Rating Board	\$1,680,453	\$197,466	\$0	\$197,466	\$214,053	\$0	\$214,053	\$16,587
Military Division	\$4,262,814	\$44,996	\$0	\$44,996	\$50,523	\$103	\$50,626	\$5,630
Municipal Police Training Committee/Criminal Justice Training Council	\$1,176,254	\$43,048	\$0	\$43,048	\$66,320	\$77	\$66,397	\$23,350
Parole Board	\$3,827,002	\$208,070	\$0	\$208,070	\$280,688	\$56	\$280,744	\$72,674
Sex Offender Registry Board	\$484,950	\$57,991	\$0	\$57,991	\$68,774	\$9,515	\$78,289	\$20,299
<b>TOTAL</b>	<b>\$213,684,962</b>	<b>\$5,695,487</b>	<b>(\$611,227)</b>	<b>\$5,084,260</b>	<b>\$4,848,359</b>	<b>\$90,566</b>	<b>\$4,938,925</b>	<b>(\$145,335)</b>

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# EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

## GOODS & SERVICES

# EXECUTIVE OFFICE OF TRANSPORTATION AND PUBLIC WORKS (EOTPW)

## **Mission Statement**

The Executive Office of Transportation and Public Works (EOTPW) sets the Commonwealth's transportation agenda, which includes the development of transportation policy, the coordination of Interagency programs and the promotion of economic development through improved transportation and transit related construction programs. The office provides direct management responsibility for the Massachusetts Highway Department (MassHighway), The Registry of Motor Vehicles, and the Massachusetts Aeronautics Commission. It provides oversight to the Massachusetts Bay Transportation Authority (MBTA) and fifteen Regional Transit Authorities (RTAs) which serve the balance of the state, the Intercity Bus Capital Assistance Program (IBCAP), the Mobility Assistance Program (MAP), the Intermodal Surface Transportation Unit (ISTU), and the Freight Rail Programs. EOTPW is committed to the maintenance and development of the transportation infrastructure through reinvestment in existing programs and the construction and development of new capital structures and programs. It is the goal of EOTPW to create economic gains throughout the Commonwealth that will benefit all citizens through the delivery of quality transportation service and the development of infrastructure and capital construction.

## **FY08 MBE/WBE Utilization**

The EOTPW Fiscal Year 2008 Secretariat report includes the Massachusetts Highway Department, the Massachusetts Aeronautics Commission, the Registry of Motor Vehicles and the Executive Office. This report consists of a summary of utilization for each of the agencies in the reporting categories: Construction and Design Awards and Expenditures and Goods and Services Expenditures. Several transportation agencies within the secretariat receive a significant amount of federal funds for construction and design projects. These agencies use the Federal Disadvantaged Business Enterprise (DBE) program model to achieve their DBE goals and objectives in accordance with Federal Regulations 49 CFR Part 26.

FY08 has been an exciting year highlighted by several achievements. EOTPW was successful in exceeding its cumulative projected FY08 MBE benchmark by \$195,200 and its WBE benchmark by \$6.1 million. Further, EOTPW paid a total of \$41.3 million to MBE/WBEs, the highest amount of MBE/WBE participation in five years. From this total \$23.6 million was paid to MBEs while \$17.9 million was paid to WBEs on state-funded contracts.

### **A. Construction and Design Awards**

During fiscal year 2008 EOTPW awarded \$135.7 million in construction contracts representing substantial increase in construction award activity compared to \$54.9 million in 2007. Accordingly, the amount awarded to MBE/WBEs was significantly greater than last year. MBE/WBEs were awarded \$17.3 million or 12.7% of the total contract value or more than twice the amount awarded last year. Of this total MBEs gained a \$6.1 million share of contract awards. WBEs were very active in construction during this period obtaining \$11.2 million in construction contract awards, more than ten times the amount awarded to WBEs in 2007.

Similarly in design, EOTPW awarded a total of \$36.3 million representing a substantial increase in design activity compared to \$25.3 million in 2007. EOTPW awarded \$4.5 million to MBE/WBEs, almost twice the amount of MBE/WBE activity in this category. MBE firms obtained \$2.6 million, representing 7.3% of the total contract value in design. WBEs were active in this category winning \$1.9 million, or 5.2% of total design contracts awarded during this period.

### **B. Construction and Design Expenditures**

EOTPW tracked expenditures on active construction contracts for the fiscal year in the cumulative amount of \$191 million. \$31.5 million of the total was expended with MBE/WBE firms, or 16.4% of total construction expenditures. From this total \$21 million was expended with MBEs and \$10.4 million with WBEs.

Expenditures for the fiscal year totaled \$12.1 million for active design contracts of which \$2.4 million was expended with MBE/WBE firms or 18.5% of all design expenditures during this period. \$2.2 million was expended with MBEs and \$226,657 with WBEs.

**C. Goods and Services Expenditures**

EOTPW tracked MBE/WBE goods and service expenditures for the fiscal year totaling \$8,168,444, compared to \$7 million in FY07. Of this total \$1.3 million was paid to MBEs, and \$7.1 million was paid to WBEs.

**D. Goods and Services Benchmark Performance  
Executive Office**

The Executive Office incurred modest purchases aside from one long term contract with an WBE, expenditures were mainly limited to temporary services, printing, office supplies, travel, training and catering. The office paid \$42,767 to MBEs compared to \$239,420 in 2007, and paid \$699,196 to WBEs compared to \$840,345 in 2007, falling short of its projected MBE benchmark and exceeding its WBE benchmark of \$594,166.

**MassAeronautics**

During 2008 MassAeronautics experienced a decrease in goods and services spending due to modest purchases in printing and office supplies. The agency paid \$7,273 to MBEs compared to \$10,344 in 2007, and paid \$3,031 to WBEs compared to last year's \$6,442, falling short of its projected MBE and WBE benchmarks of \$10,931 and \$22,383, respectively.

**MassHighway**

During the fiscal year MassHighway exceeded its projected WBE benchmark by \$496,656, while achieving 80% of its MBE benchmark. MassHighway paid \$375,498 to MBEs compared to \$323,548 in 2007, and paid \$893,343 to WBEs compared to last \$427,224 last year.

**The Registry of Motor Vehicles**

The Registry exceeded both its projected MBE and WBE benchmarks by significant margins exceeding the MBE benchmark by \$379,116 and the WBE benchmark by \$1.5 million. In addition, the Registry exceeded its supplementary objective of 5% MBE/WBE utilization on non-statewide contracts. The Registry paid \$836,480 to MBEs compared to \$415,840 in 2007, and paid \$5.5 million to WBEs compared to last \$4.8 million last year.

**INITIATIVES**

EOTPW continues to assume the role of coordinator and facilitator of initiatives promoting MBE/WBE and DBE utilization and development in the transportation and construction arenas. EOTPW has actively sought measures that will result in an expenditure plan that is market-based and centered on the availability and capacity of targeted businesses.

EOTPW funds the State Office of Minority and Women Business Assistance's (SOMWBA) efforts to expand understanding of the certification process and opportunity to transit and construction related companies. The Unified Certification Program Committee has been working with SOMWBA to ensure that timely and effective certification services are delivered to industries seeking contracting

opportunities with transportation agencies. This EOTPW supported initiative has made it possible to address the unique issues of coordination and business development in the transportation business community and provide a one-stop-shop for businesses seeking certification as disadvantaged business enterprises on federally-funded contracts.

The Secretariat, its agencies and authorities, continues to participate in vendor fairs, networking conferences, business workshops and forums to enhance the Commonwealth's efforts to increase MBE/WBE and DBE business opportunity.

### **Business Development Program**

EOTPW has developed a disadvantaged business development program with SOMWBA to increase the number of small and minority and women owned businesses within the Commonwealth that have the resources, finances, management and technical skills necessary to compete successfully for public and private contracts.

### **Disadvantaged Business Development Track**

Businesses will be assessed to identify gaps, areas for improvement and common needs among the participants. The assessment will identify specific areas where participants need assistance including business plan preparation, budget analysis, organization development, finance, asset and debt management, subcontract development, and marketing plan and outreach. Upon completion specific recommendations will be developed based on the agreed upon objectives of the supportive service program.

Recommendations identified for each disadvantaged business will be developed into a performance based program or development plan that will establish specific performance goals that ensure accountability and that will enable the EOTPW to document and assess the effectiveness of the program. The performance of each of the participants will be measured over a one year period.

A Business Plan will be devised from the identified recommendations, performance goals, action plans, and strategies. Based on the key strategies identified, models will be designed for the supportive service program that can be easily duplicated in any setting or location.

### **Technical Assistance for MBE/WBEs and Small Businesses in Public Construction**

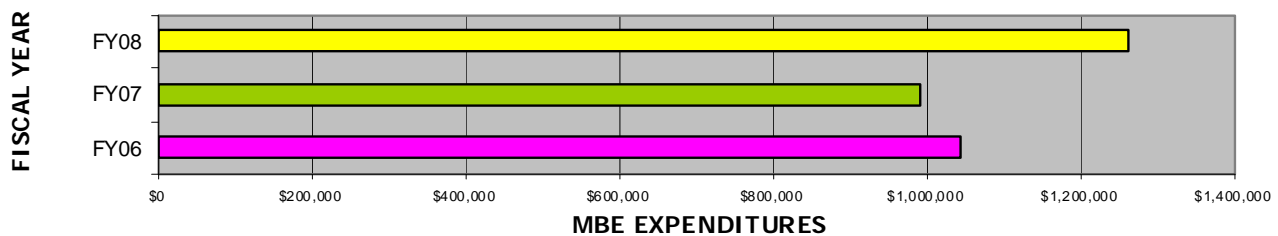
The MassAlliance is responsible for developing a business development program to deliver technical assistance services to minority-owned and women-owned small businesses that are interested in participating in public construction building projects in the Commonwealth. The MassAlliance will provide education and training services to construction businesses on construction topics that will increase the capacity of those companies to become more adept at accessing resources, enhancing their technical skills, and/or expanding their contracting opportunities. They will also provide technical advisory services that will enable businesses to either become bondable or to secure additional bonding and enable them to fully participate in the construction industry.

**Executive Office of Transportation and Construction  
Historical Good & Services Spending Trend Minority Business Enterprises (MBEs)**

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Executive Office of Transportation & Construction	\$6,476	\$239,420	\$42,767
Massachusetts Aeronautics Commission	\$10,476	\$10,344	\$7,273
Massachusetts Highway	\$570,599	\$323,548	\$375,498
Registry of Motor Vehicles	\$455,330	\$415,840	\$836,480
<b>TOTAL</b>	<b>\$1,042,881</b>	<b>\$989,152</b>	<b>\$1,262,018</b>

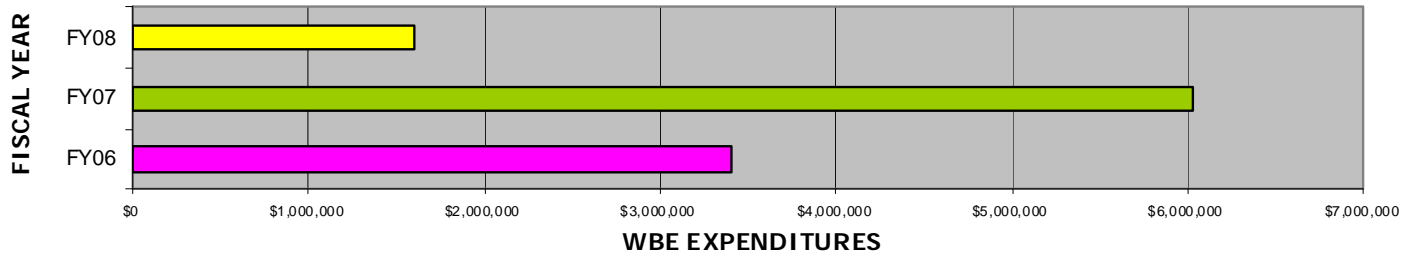
**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION MBE**



**Historical Goods & Services Spending Trend Women Business Enterprises (WBEs)  
EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Executive Office of Transportation & Construction	\$291,399	\$840,345	\$699,196
Massachusetts Aeronautics Commission	\$36,192	\$6,442	\$3,031
Massachusetts Highway	\$328,369	\$427,224	\$893,343
Registry of Motor Vehicles	\$2,741,553	\$4,754,987	\$5,476,510
<b>TOTAL</b>	<b>\$3,397,513</b>	<b>\$6,028,998</b>	<b>\$1,595,570</b>

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION WBE**



**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Executive Office of Transportation and Construction	\$3,202,440	\$122,948	\$6,147	\$129,095	\$42,767	\$0	\$42,767	(\$86,328)
Massachusetts Aeronautics Commission	\$157,846	\$10,410	\$521	\$10,931	\$2,814	\$4,459	\$7,273	(\$3,658)
Massachusetts Highway Department	\$30,548,147	\$447,074	\$22,354	\$469,428	\$343,767	\$31,731	\$375,498	(\$93,930)
Registry of Motor Vehicles	\$13,423,434	\$435,585	\$21,779	\$457,364	\$616,488	\$219,992	\$836,480	\$379,116
<b>TOTAL</b>	<b>\$47,331,867</b>	<b>\$1,016,017</b>	<b>\$50,801</b>	<b>\$1,066,818</b>	<b>\$1,005,836</b>	<b>\$256,182</b>	<b>\$1,262,018</b>	<b>\$195,201</b>

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Executive Office of Transportation and Construction	\$3,202,440	\$565,872	\$28,294	\$594,166	\$699,196	\$0	\$699,196	\$105,030
Massachusetts Aeronautics Commission	\$157,846	\$21,317	\$1,066	\$22,383	\$2,814	\$217	\$3,031	(\$19,352)
Massachusetts Highway Department	\$30,548,147	\$377,797	\$18,890	\$396,687	\$884,658	\$8,685	\$893,343	\$496,657
Registry of Motor Vehicles	\$13,423,434	\$3,748,270	\$187,414	\$3,935,684	\$5,381,215	\$95,295	\$5,476,510	\$1,540,826
<b>TOTAL</b>	<b>\$47,331,867</b>	<b>\$4,713,256</b>	<b>\$235,664</b>	<b>\$1,013,236</b>	<b>\$6,967,883</b>	<b>\$104,197</b>	<b>\$1,595,570</b>	<b>\$582,335</b>



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# EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

## CONSTRUCTION & DESIGN

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

<b>EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION</b>						
<b>FY04 CONSTRUCTION EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 MBE/WBE Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$135,784,440		\$6,108,723	\$11,184,343	\$17,293,066	

<b>EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION</b>						
<b>FY08 DESIGN EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 MBE/WBE Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$36,285,700		\$2,640,000	\$1,881,820	\$4,521,820	

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY08 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY08 MBE WBE Awards (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$191,493,511		\$21,038,679	\$10,446,449	\$31,485,128	

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY08 DESIGN AWARDS						
	1	2	3	4	5	6
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY08 MBE WBE Awards (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$12,089,871		\$1,299,552	\$358,476	\$1,658,028	

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# MASSACHUSETTS TURNPIKE AUTHORITY

## GOODS & SERVICES CONSTRUCTION & DESIGN



# MASSACHUSETTS TURNPIKE AUTHORITY

## Mission Statement

The Massachusetts Turnpike Authority is committed to developing and implementing programs through its Engineering Administration (EA) Affirmative Market Unit to:

1. achieve equitable participation and enhance the capacity of minority and women business enterprises in all of its construction, design, goods, and services contracts.
2. ensure contractors who engage in business relationships with the Authority develop equal opportunity, affirmative action, and non-discrimination policies and programs consistent with those of the Authority to employ and utilize minorities and women in all employment and contracting opportunities.
3. ensure contractors comply with the reporting requirements of the Massachusetts Prevailing Wage Law.

The Massachusetts Turnpike Authority prohibits discrimination in all of its programs, including contracting, employment, and public access, on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability or Vietnam veteran status. The Authority is committed to development of affirmative action programs, including the utilization of narrowly tailored goals, transition plans, and timetables to ensure equal opportunity and to overcome the effects of past discrimination.

The Authority ensures the utilization and development of the most inclusive pool of worker/contractor potential, and the expansion of opportunity, demonstrating a commitment to equity and fairness, under the legal authority of all applicable state and federal laws, regulations, and orders.

To accomplish its mission, the Massachusetts Turnpike Authority, through Engineering Administration, engages in the following functions, tasks, and activities:

1. Develops, reviews, revises, and improves all statistical data gathering, tracking, monitoring, enforcement, and reporting mechanisms to ensure contractor compliance with prevailing wage, workhour, and other federal and state requirements.
2. Conducts and attends pre-bid conferences, pre-construction meetings, on-site inspections, field visits, and investigations for compliance with M/WBE provisions and prevailing wage requirements.
3. Examines and promotes civil rights requirements for goods and services procurements, Authority lease agreements, and third party contracts, and uses other strategies conceived with department heads to solicit and monitor M/WBE participation on both the contractor and subcontractor level.

4. Monitors all of the Authority's contracting expenditures to better capture all spending patterns and forms of M/WBE participation.
5. Organizes and participates in outreach efforts of the Commonwealth and the transportation secretariat to inform businesses, including Disadvantaged Business Enterprises (DBEs), and community organizations of contracting and bidding procedures and upcoming contracting opportunities, bid notices, and requests for proposals.
6. Provides firms, including DBEs, with access to contract and bid plans and specifications, and ensures that contracts and procurements have MBE/WBE/DBE goals listed in their language and solicitations.
7. Informs and encourages firms to learn about SOMWBA's certification process, and recommends MBE/WBE/DBE firms to SOMWBA for inclusion into their fast-track and other certification programs.
8. Reviews and revises the Authority's Special Affirmative Market Program Provisions.
9. Works with legal counsel and the project director to inform contractors of their reporting and M/WBE participation obligations, to determine contractor compliance with good faith efforts, to analyze their progress toward goal attainment, and to identify ways to improve progress.
10. Maintains SOMWBA's updated directories on MBEs/WBEs/DBEs and generates lists of SOMWBA-certified MBE/WBE/DBE subcontractors from these directories in specific industries for contractors seeking to bid with the Authority.
11. Helps determine MBE/WBE/DBE goals on upcoming construction contracts.
12. Intervenes, when legally necessary and appropriate, to help resolve prime contractor/ MBE-WBE-DBE disputes.
13. Responds to requests for specific certified payrolls under the Freedom of Information Act.

#### **FY2008 MBE Narrative**

<b>Year-to-Date FY2008 Summary</b>	<b>Total \$\$\$ Awarded</b>	<b>MBE AWARDS</b>	
		<b>Total \$\$\$</b>	<b>%</b>
<b>Construction</b>	\$7,757,353.15	\$831,127.75	10.7%
<b>Design</b>	\$0.00	\$0.00	0.0%
<b>Totals:</b>	<b>\$7,757,353.15</b>	<b>\$831,127.75</b>	<b>10.7%</b>

## FY2008 WBE Narrative

Year-to-Date FY2008 Summary	Total \$\$\$ Awarded	WBE AWARDS	
		Total \$\$\$	%
Construction	\$7,757,353.15	\$77,625.00	1.0%
Design	\$0.00	\$0.00	0.0%
<b>Totals:</b>	<b>\$7,757,353.15</b>	<b>\$77,625.00</b>	<b>1.0%</b>

Year-to-Date FY2008 Summary	Total \$\$\$ Invoiced	MBE EXPENDITURES	
		Total \$\$\$	%
Construction	\$16,912,374.09	\$957,123.60	5.7%
Design	\$3,657.56	\$0.00	0.0%
<b>Totals:</b>	<b>\$16,912,374.09</b>	<b>\$957,123.60</b>	<b>5.7%</b>

Year-to-Date FY2008 Summary	Total \$\$\$ Invoiced	WBE EXPENDITURES	
		Total \$\$\$	%
Construction	\$16,912,374.09	\$1,074,215.98	6.4%
Design	\$3,657.56	\$0.00	0.0%
<b>Totals:</b>	<b>\$16,916,031.65</b>	<b>\$1,074,215.98</b>	<b>6.4%</b>

Year-to-Date FY2008 Summary	Total \$\$\$ Expenditures	WBE EXPENDITURES	
		Total \$\$\$	%
Goods	\$17,845,163.79	\$372,597.10	2.1%
Services	\$36,520,481.92	\$7,671,244.73	21.0%
<b>Totals:</b>	<b>\$54,365,645.71</b>	<b>\$8,043,841.83</b>	<b>14.8%</b>

**Projected MBE Goods and Services expenditure for FY2008: \$777,546.00**

**Expenditure goal excess or shortfall: \$2,975,962.58- \$777,546.00 = + \$2,198,416.58**

**Projected WBE Goods and Services expenditure for FY2008: \$4,827,000.00**

**Expenditure goal excess or shortfall: \$8,043,841.83 - \$4,827,000.00 = +\$3,216,841.83**



**Historical Goods and Services Spending Trend Minority Business Enterprise (MBE)**

<b>Massachusetts Turnpike Authority</b>			
	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
<b>TOTAL</b>	\$658,467	\$576,244	\$130,935

**Historical Goods and Services Spending Trend Women Business Enterprise (WBE)**

<b>Massachusetts Turnpike Authority</b>			
	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
<b>TOTAL</b>	\$3,457,090	\$4,207,986	\$4,060,752

## Accomplishment and Initiatives

Seven remarkable State Fiscal Year 2008 (FY2008) accomplishments emerge from the above-mentioned data:

1. MBE subcontractor allotments comprised nearly 11% of the total awarded construction contract value.
2. MassPike allocated 21% (over one-fifth) of its professional and nonprofessional services expenditures to WBEs.
3. MassPike allocated approximately 15% of its combined goods and services expenditures to WBEs.
4. MassPike's FY2008 MBE goods and services expenditures exceeded FY2007 MBE goods and services expenditures by approximately 416.4%, and exceeded FY2006 goods and services expenditures by approximately 352.0%!
5. MassPike's FY2008 WBE goods and services expenditures exceeded FY2007 MBE goods and services expenditures by approximately 91.2%, and exceeded FY2006 goods and services expenditures by approximately 132.7%!
6. MassPike MBE goods and services expenditures exceeded its MBE benchmark by nearly 283%.
7. MassPike WBE goods and services expenditures exceeded its WBE benchmark by nearly 67%.

FY2008 witnessed the Authority's continued design awards and expenditures shortfalls and deficiencies. However, MassPike's Oracle Financial Management System has recorded several apparent design contract payments to prime contractors and will attempt to capture them on future M/WBE quarterly utilization reports. Regarding MassPike's tepid construction expenditures, the predominant factor again probably stems from MassPike's supervisory oversight of the Central Artery/Tunnel Project (CA/T - Big Dig) and its tenacious issues and controversies.

Although the Big Dig is allegedly officially "complete", several contractor reimbursement, retainage, DBE close-out, maintenance/repair, and liability issues remain unresolved. These CA/T matters have largely contributed to MassPike's insolvent, on-the-verge-of bankruptcy status and therefore of course have diverted financial resources from MassPike contracts and hindered bid solicitation efforts in construction, design, goods, and services. MassPike's precarious situation have impelled Governor Deval Patrick to advance his intention to consolidate and merge MassPike with its sister agencies (specifically Mass Highway and Massport) into a transportation conglomerate by appointing James Aloisi as both Transportation Secretary and MassPike Chairman.

Despite its dire financial difficulties, MassPike has managed to post significant expenditures, particularly in professional services, through efforts of firms like Keville Enterprises (WBE), and PMA Consultants, LLC (MBE). MassPike will adhere to its commitment to enhancing other awards and expenditures which did not quite reach other benchmarks by continuing to follow the procedures below to encourage increased MBE/WBE participation in its construction, goods and services, and design contracts:

## **1. Outreach, Training, and Capacity Development**

The Affirmative Market Unit plays a crucial role in informing businesses of Authority contract procedures and opportunities. The Affirmative Market Unit and Engineering participate in upcoming construction contract previews and networking events. These events help MBEs, WBEs and other businesses contact prime contractors, learn about the latest major contracts, and experience the latest transportation agency contract bidding innovations.

To prepare for these outreach events, The Affirmative Market Unit composes an Authority Affirmative Market Program Construction Preview document consisting of

1. messages from the Chairman and the Chief Engineer
2. the Authority's Construction Contract Opportunities for the calendar year,
3. a roster of currently active prime contractors listing their name, complete address, company contact, and telephone number, and
4. The Affirmative Market Unit, Engineering, and Materials Management telephone and fax numbers.

The Affirmative Market Unit makes several copies of this document and distributes it to interested parties at the event. The Affirmative Market Unit and Engineering also regularly interact directly with prime contractors and subcontractors, glean information about their business specialties, work history, current jobs and current interests. The Affirmative Market Unit and Engineering also answer questions about ongoing and upcoming construction contract bids from companies and individuals, and collect company business cards, brochures, and profiles for future correspondence.

## **2. Certification**

The Affirmative Market Unit also has forged working arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to provide M/WBE certification services, helping businesses owned by minorities and/or women become certified and gain access to MBE/WBE and small business programs administered by various state and federal agencies and authorities

The Affirmative Market Unit encourages businesses to engage in joint venture relationships and other creative business relationships to ensure goals are achieved and to maximize the capacity development of minority and women owned firms in all areas of contracting. The Affirmative Market Unit is responsible for reviewing and approving these types of joint venture relationships.

Beyond overseeing and helping SOMWBA realize its contractual responsibilities, the Authority, through The Affirmative Market Unit, has established another relationship with SOMWBA through the fast-track program.

Under this program, mandated by SOMWBA's own regulations (425 CMR, 2.04(2)(a), Fast-Track and Expedited Review Application Processes) SOMWBA gives priority to applicants which meet the prerequisites of a fast-track review. The Affirmative Market Unit submits the name of a minority- or woman-owned firm for certification determination under SOMWBA's Fast-Track guidelines to the Certification Unit Manager.

To be approved for the program, the firm must be participating in an Authority project and provide proof of such participation through Letters of Intent documents. Joint ventures are ineligible for the fast-track

process. Once the firm is accepted into Fast-Track, SOMWBA will seek to determine a firm's certification eligibility as an MBE or WBE within 25 business days after its assignment to a certification specialist, provided the firm has submitted sufficient documentation upon which to base a decision.

Through memos, telephone calls, status reports and regular MassUCP meetings, SOMWBA apprises the Affirmative Market Unit of the certification process of a fast-tracked firm. SOMWBA will also apprise the Affirmative Market Unit of any information it needs to expedite Fast-Track for a particular firm. A fast-track review will not influence SOMWBA's decision to grant certification. Fast-Track only provides a means to process certain certification applications more quickly. Otherwise, a fast-track review is identical to SOMWBA's standard certification review process.

### **3. Advertising and Promotion**

In addition to contractor networking events, previews, and transportation agency exhibitions, the Authority advertises and promotes its upcoming contracts through written publications such as the Construction Journal (published by the Construction Industry of Massachusetts [CIM]), Dodge Report, Central Register (for M.G.L. Chapter 149 work only), Boston Globe, Cash, Inc., The New England Construction News, Construction Market Data, and local newspapers such as the Worcester Telegram or Springfield Union.

### **4. Civil Rights Language in Goods and Services Agreements and Lease Agreements**

Since July 1996, the Authority has established uniform civil rights language for placement in its bidding documents and established universal reporting requirements to be met in all of its goods/services agreements including its design and lease agreements. In order for a firm to engage in a business relationship with the Authority in the provision of goods and services, the firm must provide the following:

- a. a workforce profile
- b. an equal opportunity/affirmative action, non-discrimination policy in employment, contracting, and public access.
- c. good faith efforts in soliciting Minority and Women Business Enterprises (MBEs and WBEs) for any subcontracting opportunities.

MassPike's stated MBE/WBE participation goal on goods/services contracts is 5% MBE / 5% WBE for a combined M/WBE total of 10%.

With respect to lease agreements with the Authority, the Authority's policy requires all industries and businesses seeking to develop and/or lease property from the Authority, along with any sublessors and subcontractors, to agree to abide by various civil rights requirements:

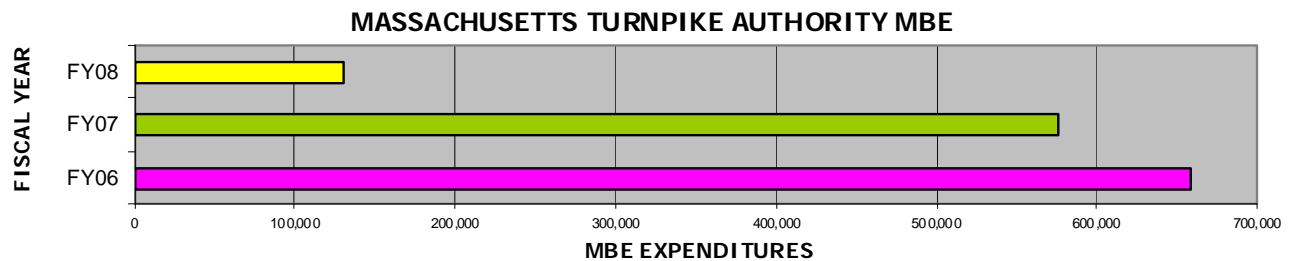
- a. The tenant agrees to implement equal opportunity/affirmative action policies consistent with those of the Authority in areas where equal employment transition plans, reports, goals, and timeframes have been identified to take effect to overcome the effects of past discrimination.
- b. The tenant also agrees to develop, distribute, and comply with a public policy that prohibits discrimination on the basis of race, color, religious creed, national origin, ancestry, gender,

sexual orientation, disability, and veteran status in employment, public access, contracting, and all other activities.

- c. To institute and enforce all civil rights obligations under the lease agreement, the tenant will designate a management official whose duties will include but not be limited to informing all employees, contractors, and the public of the right to file complaints alleging any occurrence of sexual, racial, or other kind of discrimination or harassment, and managing responsible interaction with the Affirmative Market Unit.
- d. At all organization levels as it pertains to the lease agreement, the tenant agrees to utilize good faith efforts to seek, employ and maintain a diverse workforce. To achieve diversity, the tenant agrees to work with the Affirmative Market Unit to create plans, goals, and timetables to promote and ensure equitable minority and female employment in all job categories. Towards that end, the tenant will generate workforce profiles monitoring and tracking minority and female participation under the agreement. All goals will be set in consultation with the Affirmative Market Unit and will be based on census employment availability data.
- e. The tenant will also demonstrate good faith efforts showing that MBEs and WBEs have had optimal opportunity to participate in all construction, design, goods, services, and other business operations (including joint ventures) under the agreement. The tenant will work with the Affirmative Market Unit to create plans, goals, and timetables. All goals will be set in consultation with the Affirmative Market Unit and will be based on MBE/WBE business availability data in specific industries, including construction, design, goods, and services.

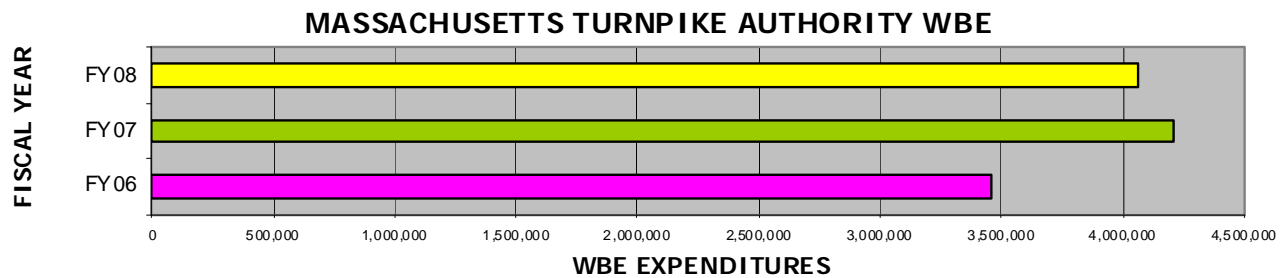
## Historical Spending Trend Minority Business Enterprise (MBE) Goods and Services

	FY06	FY07	FY08
Massachusetts Turnpike Authority	\$658,467	\$576,244	\$130,935



## Historical Spending Trend Women Business Enterprise (WBE) Goods and Services

	FY06	FY07	FY08
Massachusetts Turnpike Authority	\$3,457,090	\$4,207,986	\$4,060,752



**MASSACHUSETTS TURNPIKE AUTHORITY  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Mass Turnpike Authority	\$44,200,000	\$617,356	\$160,191	\$777,547	\$130,935	\$0	\$130,935	(\$646,612)
<b>TOTAL</b>	<b>\$44,200,000</b>	<b>\$617,356</b>	<b>\$160,191</b>	<b>\$777,547</b>	<b>\$130,935</b>	<b>\$0</b>	<b>\$130,935</b>	<b>(\$646,612)</b>

WOMEN BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY								
	FY08	2Yr (06/07)	FY08	FY08 WBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Mass Turnpike Authority	\$44,200,000	\$3,832,538	\$994,462	\$4,827,000	\$4,060,752	\$0	\$4,060,752	(\$766,248)
<b>TOTAL</b>	<b>\$44,200,000</b>	<b>\$3,832,538</b>	<b>\$994,462</b>	<b>\$4,827,000</b>	<b>\$4,060,752</b>	<b>\$0</b>	<b>\$4,060,752</b>	<b>(\$766,248)</b>

**MASSACHUSETTS TURNPIKE AUTHORITY  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

<b>MASSACHUSETTS TURNPIKE AUTHORITY</b>						
<b>FY08 CONSTRUCTION EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$23,170,498		\$130,935	\$4,060,752	\$4,191,687	\$4,191,687

<b>MASSACHUSETTS TURNPIKE AUTHORITY</b>						
<b>FY08 DESIGN EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$0	\$0	\$0	\$0	\$0	\$0



**MASSACHUSETTS TURNPIKE AUTHORITY  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

MASSACHUSETTS TURNPIKE AUTHORITY						
FY08 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY08 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$7,757,353		\$831,128	\$77,625	\$908,753	\$908,753

MASSACHUSETTS TURNPIKE AUTHORITY						
FY08 DESIGN AWARDS*						
	1	2	3	4	5	6
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY08 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$0	\$0	\$0	\$0	\$0	\$0

\*NA

## EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

### Message from the Secretary

The Executive Office of Labor and Workforce Development (EOLWD) is committed to working with women and minority-owned businesses. Through planning, research and innovative outreach, the EOLWD strives to identify and hire women and minority businesses. The collaborations that ensue enrich the EOLWD and all of its constituents.

### Mission Statement

The Executive Office of Labor and Workforce Development's (EOLWD) mission is to enhance the quality, diversity and stability of the Commonwealth's workforce by making available new opportunities and training, protecting the rights of workers, preventing workplace injuries and illnesses, ensuring that businesses are informed of all employment laws impacting them and their employees, providing temporary assistance when employment is interrupted, promoting labor-management partnerships, providing temporary assistance to individuals whose employment is interrupted, and ensuring equal access to economic self-sufficiency and opportunity for all citizens of the Commonwealth. The goals of EOLWD are to retain, promote, and hire a diverse workforce and EOLWD remains fully committed to affirmative action, equal opportunity and diversity.

EOLWD consists of the Office of the Secretary (here forward – identified as ELW), the Department of Labor, and the Department of Workforce Development. The Department of Labor includes the Division of Occupational Safety (DOL), the Department of Industrial Accidents (DIA), and the Division of Labor Relations (DLR) while The Department of Workforce Development (EOL) is comprised of the Division of Apprentice Training, the Division of Career Services, and the Division of Unemployment Assistance.

### FY09 MBE Narrative

ELW reported that not only did they meet their benchmark of \$6,264.00 for minority owned businesses, but they surpassed it by \$2,801.00. This was accomplished by their sustained commitment to CAM Office Services, Inc. (CAM) and New England Office Supply (NEOS) for all of the Executive Office's toner and office supply needs, resulting in a 76% increase over FY07 expenditures. They were also fortunate to collaborate with Red Sun Press this past year, spending \$777.00 for services required for a special event. With the limited amount of travel that is done yearly, ELW always seeks out the services of OT&T travel, with whom a total of \$1,760.20 was spent in FY08.

The DIA continued to meet its benchmarks with both MBE and WBE vendors. DIA has been able to reach this goal by utilizing IT Consultants and Temporary Help provided under statewide contract. In FY 08, DIA spent a total of \$56,218.00 with NEOS, as well as, \$61,558.00 with MBE IT Consultants. However, the DIA has now met most of its personnel needs and will no longer need the services of IT Consultants or Temporary help, resulting in the reduction of its FY09 benchmarks.

The DLR's FY08 MBE spending totaled \$12,540. This amount represents an increase of 6.1% over the Division's FY08 MBE benchmark. The majority of the Division's MBE spending during FY08 was from MBE office supply vendors on the MSA.

The DOL exceeded its MBE benchmark by \$40,537, spending a total of \$76,028 in FY08. This was due in large part because \$75,587 was made available in the area of construction for renovations necessary to relocate four Labor agencies to the C.F. Hurley Building in Boston. Of the funds made available, DOL awarded a contract to and expended \$41,149 on flooring and installation services provided by New Bedford Floor Covering.

DOL expended another \$35,491 on the following goods and services provided by MBE certified vendors: printing supplies and services from CAM , GA Blanco & Sons and Sterling Printing; general office consumables from NEOS and Lancaster Packaging; travel services from OT&T Travel; IT and educational equipment from Advanced Presentation Systems and PJ Systems.

FY08 saw the continued commitment on the part of the DWD and its divisions of DCS, DUA, and DAT to the Affirmative Market Program. Although DWD was unable to meet its benchmarks, largely due to reductions in budget and spending, the agency took advantage of every opportunity whenever possible to do business with qualified minority and M/WBEs.

The Agency maintained and strengthened business relationships with statewide vendors such as CAM (\$16,053); G.A. Blanco & Sons, Inc. (\$252,615); NEOS (\$105,022); PJ Systems, Inc. (\$20,044); and Prime Cleaning (\$58,066). In addition, DWD established new relationships with Gloslin, LLC (\$40,522), and Expertech (\$49,000).

### **FY09 WBE Narrative**

ELW continued to exceed its projected benchmark of \$5,573.00 with WBEs during FY08, spending an additional \$955 by utilizing the services of CAM and NEOS. This \$6527.72 in MBE expenditures is a 34% increase over FY07 total spending.

The DIA continued its success with WBE vendors in FY08 by spending over \$250,000 with WBE IT Consultants and \$83,032.00 with Temporary Help. The DLR also improved upon their previous expenditures spending a total of \$8,174 with WBEs. This is an increase of 33.9% over the Division's FY08 MBE benchmark of \$6,103. DLR was fortunate enough to utilize WBE temporary help vendors on the MSA to reach their FY08 goal.

Although DOL expended \$14,998 with WBE certified vendors, its benchmark of \$34,019 was not met in FY08. However, it is important to point out that combined MBE/WBE spending for the year exceeded DOL's overall benchmark of \$69,510 because, as previously noted, DOL exceeded its benchmark for MBE spending by an amount that more than the shortfall in WBE spending. The shortfall may be due to the fact that DOL utilizes statewide contracts to procure 85% - 90% of its goods and services, and the MBE vendors available usually outnumber the WBE vendors available on the contracts that DOL utilizes most often.

DOL expended \$14,998 on the following goods and services provided by WBE certified vendors: printing supplies and services from CAM and Sterling Printing; general office consumables from NEOS and Lancaster Packaging; educational equipment from Advanced Presentation Systems; and services of an IT professional from Peopleserve PRS, Inc.

DWD continued its strong WBE relationships with CAM (\$16,053); NEOS (\$105,022); Prime Cleaning (\$58,066); Casey Hall (\$11,149); CQ Personnel (\$42,758); EOS Approach LLC (\$13,672); and RAD Employment Services (\$42,700). DWD also collaborated with Expertech for the first time expending (\$49,000).

### **Closing Statement**

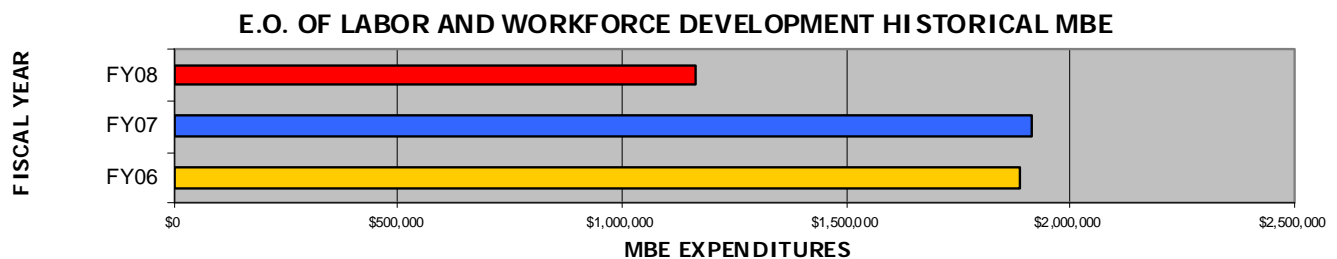
As with all other Commonwealth agencies, EOLWD must now work with sharply decreased budgets in the upcoming fiscal year and adjust their spending of discretionary funds accordingly. Despite the

decrease, we will continue to seek, hire, and maintain existing relationships with MBE/WBEs. It is our intent to make every effort to purchase their products and utilize their services whenever the opportunity arises.

### Executive Office of Labor and Workforce Development Historical Spending Trend-Minority Business Enterprises (MBEs)

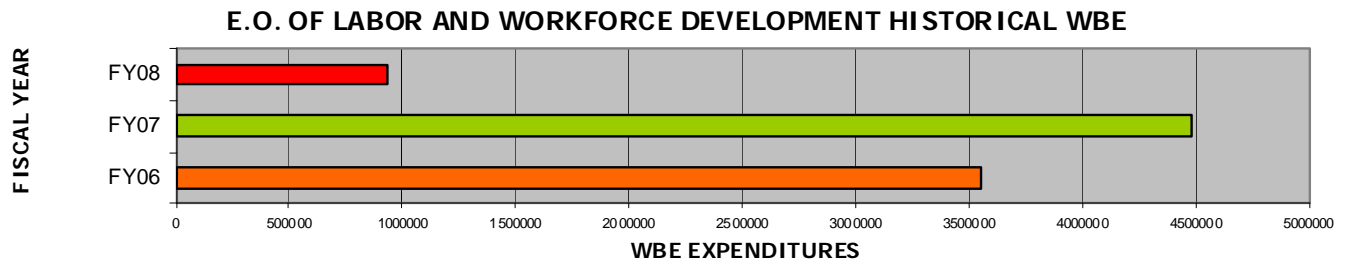
	FY06	FY07	FY08
Board of Conciliation and Arbitration	\$7,566	\$1,017	*
Department of Business and Technology	\$70,525	\$343,220	*
Department of Industrial Accidents	\$221,702	\$222,122	\$173,618
Department of Telecommunications and Energy	\$68,925	\$89,724	*
Department of Workforce Development	\$1,240,369	\$957,050	\$891,124
Division of Banks	\$37,536	\$22,252	*
Division of Energy Resources	\$8,856	\$8,012	*
Division of Insurance	\$65,939	\$129,152	*
Division of Labor, Division of Occupational Safety	\$62,330	\$28,652	\$76,028
Division of Professional Licensure	\$37,657	\$30,514	*
Division of Standards	\$8,511	\$9,550	*
Executive Office of Labor and Workforce Development (formerly Economic Development)	\$11,336	\$13,307	\$10,255
Joint Labor Management Committee	\$3,139	\$1,523	*
Labor Relations Commission	\$6,307	\$4,085	\$12,540
Office of Consumer Affairs and Business Regulation	\$21,751	\$46,208	*
State Racing Commission	\$12,489	\$8,910	*
<b>TOTAL</b>	<b>\$1,884,938</b>	<b>\$1,915,298</b>	<b>\$1,163,565</b>

\* In FY08 EOLD was reorganized and this department is no longer apart of the secretariat.



**The Executive Office of Labor and Workforce Development  
Historical Spending Trend-Women Business Enterprises (WBEs)**

	FY06	FY07	FY08
Board of Conciliation and Arbitration	\$7,173	\$1,275	*
Department of Business and Technology*	\$997,047	\$1,048,678	*
Department of Industrial Accidents	\$741,109	\$1,000,965	\$425,532
Department of Telecommunications and Energy	\$149,450	\$201,479	*
Department of Workforce Development	\$1,206,243	\$1,488,791	\$919,823
Division of Banks	\$112,127	\$208,030	*
Division of Energy Resources	\$68,628	\$39,721	*
Division of Insurance	\$69,586	\$131,046	*
Division of Occupational Safety	\$55,298	\$32,740	\$14,998
Division of Professional Licensure	\$53,014	\$270,141	*
Division of Standards	\$9,848	\$9,609	*
Executive Office of Economic Development	\$8,142	\$10,196	\$7,656
Joint Labor Management Committee	\$1,283	\$1,923	*
Labor Relations Commission	\$3,750	\$3,796	\$8,174
Office of Consumer Affairs and Business Regulation	\$62,851	\$25,716	*
State Racing Commission	\$9,799	\$5,102	*
<b>TOTAL</b>	<b>\$3,555,348</b>	<b>\$4,479,208</b>	<b>\$935,653</b>



**THE EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE Executive Office of Labor and Workforce Development								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Department of Industrial Accidents	\$15,076,770	\$221,912	(\$155,912)	\$66,000	\$153,452	\$20,166	\$173,618	\$107,618
E.O. of Labor and Workforce Development	\$57,398	\$8,264	(\$2,000)	\$6,264	\$9,065	\$1,190	\$10,255	\$3,991
Department Workforce Development (includes DUA, DCS and DAT)	\$23,969,447	\$1,098,710	\$0	\$1,098,710	\$603,033	\$288,091	\$891,124	(\$207,586)
Division of Labor Relations	\$175,330	\$11,819	\$0	\$11,819	\$12,540	\$0	\$12,540	\$721
Division of Occupational Safety aka DOL	\$612,695	\$45,491	(\$10,000)	\$35,491	\$74,567	\$1,461	\$76,028	\$40,537
<b>TOTAL</b>	<b>\$39,891,640</b>	<b>\$1,386,196</b>	<b>(\$167,912)</b>	<b>\$1,218,284</b>	<b>\$852,657</b>	<b>\$310,908</b>	<b>\$1,163,565</b>	<b>(\$54,719)</b>

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Department of Industrial Accidents	\$15,076,770	\$221,912	(\$155,912)	\$66,000	\$153,452	\$20,166	\$173,618	\$107,618
E.O. of Labor and Workforce Development	\$57,398	\$8,264	(\$2,000)	\$6,264	\$9,065	\$1,190	\$10,255	\$3,991
Department Workforce Development (includes DUA, DCS and DAT)	\$23,969,447	\$1,098,710	\$0	\$1,098,710	\$603,033	\$288,091	\$891,124	(\$207,586)
Division of Labor Relations	\$175,330	\$11,819	\$0	\$11,819	\$12,540	\$0	\$12,540	\$721
Division of Occupational Safety aka DOL	\$612,695	\$45,491	(\$10,000)	\$35,491	\$74,567	\$1,461	\$76,028	\$40,537
<b>TOTAL</b>	<b>\$39,891,640</b>	<b>\$1,386,196</b>	<b>(\$167,912)</b>	<b>\$1,218,284</b>	<b>\$852,657</b>	<b>\$310,908</b>	<b>\$1,163,565</b>	<b>(\$54,719)</b>

## DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION

### Message from the Commissioner

*The Department of Elementary and Secondary Education is committed to ensuring that minority and women business enterprises are included in the planning and implementation of all programs of the department through spending priorities. We will continue to strive to meet aggressive goals, combined with improved outreach and will continue to award grants and contracts to certified minority and women business enterprises.*

*Mitchell D. Chester  
Commissioner*

### Mission Statement

The mission of the Massachusetts board of Elementary and Secondary Education is to strengthen the Commonwealth's public education system so that every student is prepared to succeed in postsecondary education, compete in the global economy, and understand the rights and responsibilities of American citizens.

### FY08 MBE Narrative

In Fiscal Year 2008, the Department of Elementary and Secondary Education succeeded in exceeding its' Benchmark of \$1,881,709. Expenditures totaling \$1,893,304 supported MBE certified vendors. The Department utilized MBE vendors for office supplies, program coordinators, printing expenses, temporary help services, information technology professionals, office furnishings, out of state travel services, and information technology equipment. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

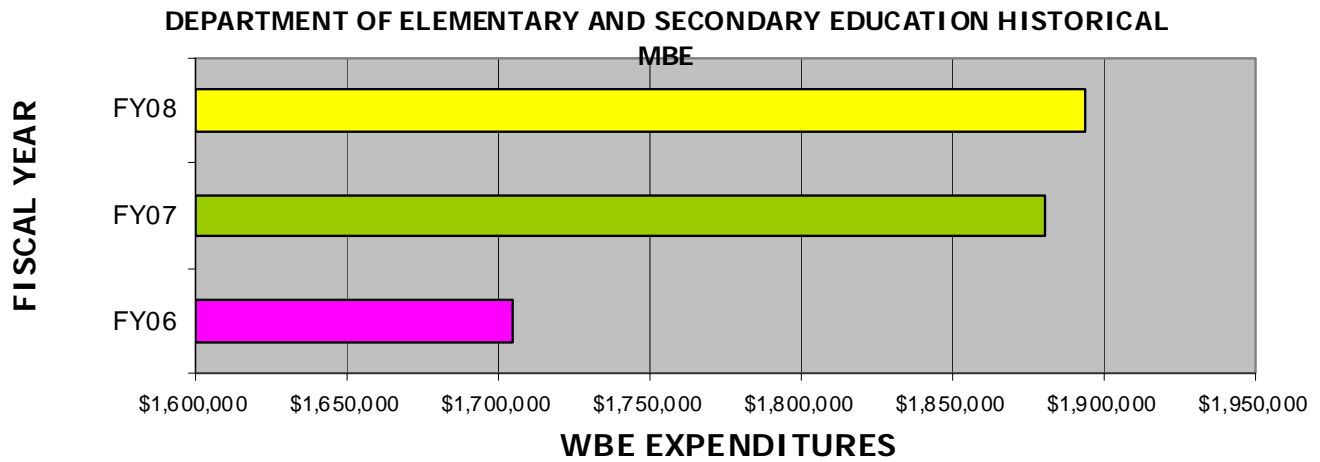
### FY08 WBE Narrative

In Fiscal Year 2008, the Department of Elementary and Secondary Education succeeded in exceeding its' Benchmark of \$2,493,687. Expenditures totaling \$2,959,928, an increase of 20%, went to WBE certified vendors. The Department utilized WBE vendors for office supplies, information technology professionals, media design, temporary help services, printing expenses, visiting lecturers, program coordinators, office equipment maintenance and repair, information technology equipment, and office furnishings and equipment. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

### Historical Spending Trend Women Business Enterprise (MBE)

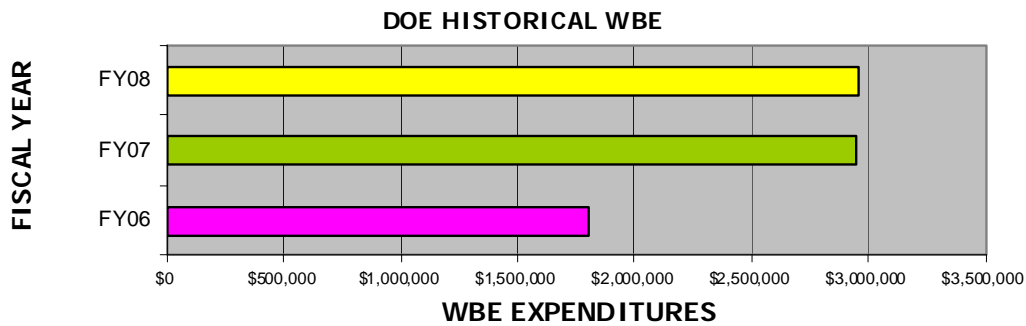
#### DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION

	FY06	FY07	FY08
Department of Elementary and Secondary Education	\$1,704,357	\$1,879,850	\$1,893,304



**Department of Elementary and Secondary Education  
Historical Spending Trend Women Business Enterprise (WBE)**

	FY06	FY07	FY08
Department of Elementary & Secondary Education	\$1,800,789	\$2,949,090	\$2,959,928





**DEPARTMENT OF EDUCATION  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE								
DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub-Contractor	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures	Payments	Expenditures	
DOE	\$90,537,364	\$1,792,104	\$89,605	\$1,881,709	\$1,837,052	\$56,252	\$1,893,304	\$11,596
<b>TOTAL</b>	\$90,537,364	\$1,792,104	\$89,605	\$1,881,709	\$1,837,052	\$56,252	\$1,893,304	\$11,596

WOMEN BUSINESS ENTERPRISE								
DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub-Contractor	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures	Payments	Expenditures	
DOE	\$90,537,364	\$2,374,940	\$118,747	\$2,493,687	\$2,940,532	\$19,396	\$2,959,928	\$466,242
<b>TOTAL</b>	\$90,537,364	\$2,374,940	\$118,747	\$2,493,687	\$2,940,532	\$19,396	\$2,959,928	\$466,242

## DEPARTMENT OF EARLY EDUCATION AND CARE

### Message from the Commissioner

*The Department of Early Education and Care seeks to utilize minority and women owned vendors wherever possible. Most of our childcare providers are women owned business though it is likely many of them are not certified as such. Since EEC serves such a diverse population many are also minority entities.*

### Mission Statement

EEC will lead the way in helping Massachusetts children and families reach their full potential. By providing and coordinating a range of services and assistance, EEC will continuously improve the quality, affordability, and accessibility of early education and care in the Commonwealth.

### FY09 MBE Narrative

In Fiscal Year 2008, the Department of Early Education and Care's goal was \$33M in MBE spending. We finished the year slightly below our target by about \$3.5M. The Department always seeks to utilize MBE vendors whenever possible. Many of our subcontractors are family child care providers that would likely qualify to become Minority Business Enterprises but are not recorded as.

### FY09 WBE Narrative

In Fiscal Year 2008, the Department of Early Education and Care set a goal of \$19.9M in WBE spending. Our actual spending was slightly over \$24.5M, surpassing the benchmark set in FY08 by 4.5M. We are always looking to do business with WBE vendors. Most of our childcare providers are WBE's.

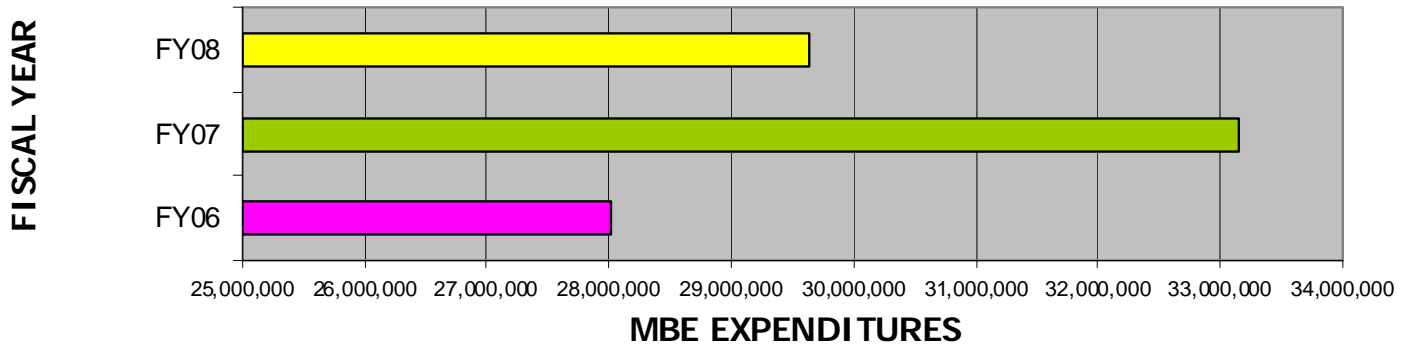
Even though most departments have been affected by the 9c cuts in 2009, the Department hopes to continue to utilize as many AMP providers as possible.

### BOARD OF EARLY EDUCATION AND CARE

	FY06	FY07	FY08
Department of Early Education and Care	\$28,007,668	\$33,140,120	\$29,634,963

- Agency was not part of DOE in FY08

## DEPARTMENT OF EARLY EDUCATION & CARE HISTORICAL MBE



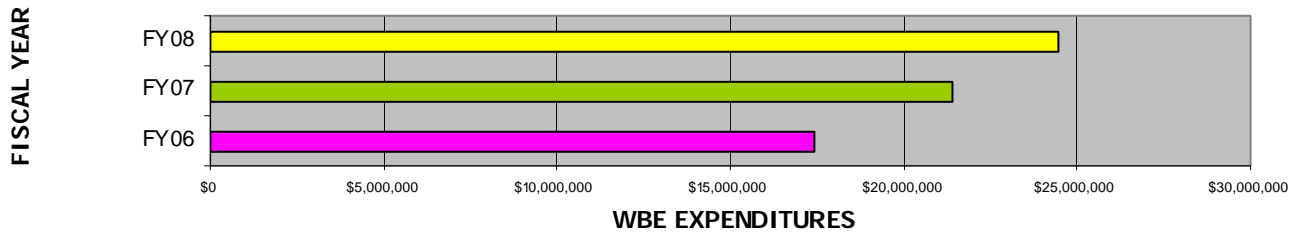
## BOARD OF EARLY EDUCATION AND CARE Historical Spending Trend Women Business Enterprise (WBE)

### DEPARTMENT OF EDUCATION

	FY06	FY07	FY08
Department of Early Education and Care	\$17,406,306	\$21,404,701	\$24,501,383

\* Agency was not part of DOE in FY08

## DEPARTMENT OF EARLY EDUCATION & CARE HISTORICAL WBE



**DEPARTMENT OF EDUCATION  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION BOARD OF EARLY EDUCATION AND CARE								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Board of Early Education and Care	\$197,140,870	\$30,573,894	\$2,564,974	\$33,138,868	\$29,613,442	\$21,521	\$29,634,963	(\$3,503,905)
<b>TOTAL</b>	\$197,140,870	\$30,573,894	\$2,564,974	\$33,138,868	\$29,613,442	\$21,521	\$29,634,963	(\$3,503,905)

WOMEN BUSINESS ENTERPRISE BOARD OF EARLY EDUCATION AND CARE								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Board of Early Education and Care	\$197,140,870	\$19,405,504	\$582,165	\$19,987,669	\$24,479,891	\$21,492	\$24,501,383	\$4,513,715
<b>TOTAL</b>	\$197,140,870	\$19,405,504	\$582,165	\$19,987,669	\$24,479,891	\$21,492	\$24,501,383	\$4,513,715

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# EXECUTIVE OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

## GOODS & SERVICES

# EXECUTIVE OFFICE OF HOUSING & COMMUNITY DEVELOPMENT (EHCD)

## Message from the Secretary

*The Executive Office of Housing and Economic Development, like the Affirmative Market Program, has a mission to expand businesses in Massachusetts and to reduce barriers to growth, especially for businesses owned by minorities and women. We remain strongly committed to the goals of Affirmative Market Program and has consistently exceeded AMP benchmarks.*

**Daniel O'Connell**  
Secretary

## Mission Statement

The Executive Office of Housing and Economic Development (EOHED) coordinates policies and programs across the Department of Business and Technology, the Office of Consumer Affairs and Business Regulation, and the Executive Office of Housing and Community Development. EOHED's mission is to enhance the quality of life of Massachusetts residents by expanding affordable housing opportunities and stimulating job growth in all regions of the Commonwealth. EOHED strives to create a positive climate for both commercial and residential development, while at the same time promoting principles of smart growth. Additionally, the Office seeks to protect consumers through a reasonable regulatory approach to critical business areas such as banking, insurance, and telecommunications

## FY08 MBE Narrative

The Executive Office of Housing and Economic Development's (EOHED) budget is relatively small and has limited discretionary spending. However, utilizing vendors from statewide contracts, we exceeded our FY08 benchmarks for MBE expenditures by 74.7%, primarily with regard to office supplies, toner cartridges, peripheral computer equipment, and catering services. Since FY2004, EOHED has steadily increased its level of MBE expenditures, and will work to continue that trend.

## FY08 WBE Narrative

EED has also exceeded its FY08 WBE benchmarks—this time by 33.9%. WBE spending for EED focused primarily on office supplies, toner cartridges, and computer peripherals. EOHED has a history of annually increasing its expenditures to WBE

## Agencies

**The Department of Housing and Community Development (DHCD):** The agency responsible for providing leadership, professional assistance, and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities, and sound municipal management. These goals and objectives are reached in partnership with regional and local governments, public agencies, community-based organizations and the business community.

**Office of Consumer Affairs and Business Regulation:** The mission of the Office of Consumer Affairs and Business Regulation is to empower Massachusetts consumers through education and outreach and maintains a fair and competitive marketplace. The Office of Consumer Affairs and Business Regulation is committed to protecting consumers through consumer advocacy and education.

**Department of Telecommunications and Cable:** The Department of Telecommunications and Cable regulates telecommunications and cable operators in Massachusetts according to the laws of the Commonwealth and the federal government. Our mission is to support competition in telecommunications and cable services in Massachusetts and to protect the public interest by ensuring that customers of these services are treated consistently with our regulations.

**The Division of Banks:** The Division of Banks regulates, supervises and audits state-chartered trust companies, savings banks, cooperative banks, credit unions, finance companies, mortgage brokers and lenders and collection agencies. The Division also grants charters and approves branches, acquisitions and mergers. The division promotes the public interest by fostering the safety and soundness of financial institutions, by encouraging fair competition and reinvestment in the community, and by supervising small loan interest rate, credit, and savings transaction compliance.

**The Division of Insurance:** The Division of Insurance (DOI) administers the laws of the Commonwealth as they pertain to the protection of the insurance consumer through the regulation of the insurance industry. The DOI monitors financial solvency, licenses insurance companies and producers, reviews and approves rates and forms, and coordinates the takeover and liquidation of insolvent insurance companies and the rehabilitation of financially troubled companies. We also investigate and enforce state laws and regulations pertaining to insurance and responds to consumer inquiries and complaints. The DOI provides the public with information regarding various types of insurance through this website and assorted publications.

**The Division of Professional Licensure:** The Division of Professional Licensure is an umbrella agency responsible for the 31 professional licensing boards that ensure the integrity of the licensure process for more than 330,000 professionals in more than 50 trades and professions. The boards, created primarily to protect the health and safety of all consumers, each examine and license applicants, hold disciplinary hearings, and establish standards for professional conduct. A centralized Investigative Unit handles all consumer complaints against licensed professionals.

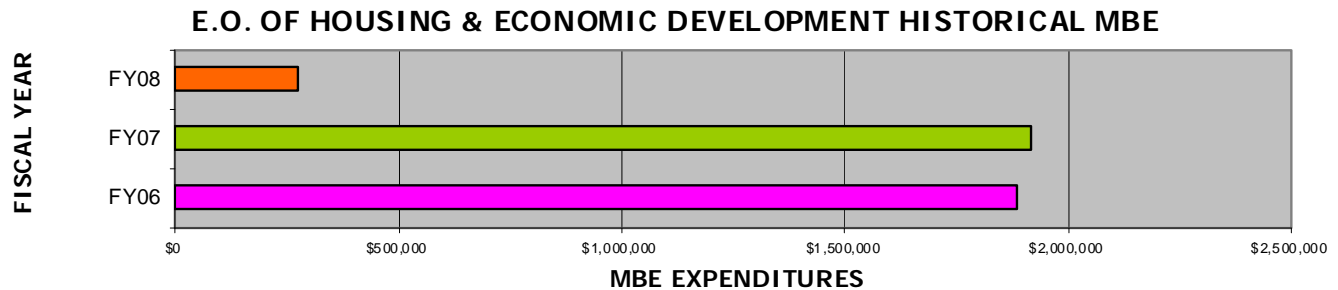
**The Division of Standards:** The Division is responsible for setting standards and testing the accuracy of all weighing and measuring devices used in the sale of food, fuels, and other products. The Division sets accuracy and safety standards for thermometers, governs the advertising and sale of motor fuels, sets standards for lubricating oils, anti-freeze and fuel oils, and inspects all fuel-dispensing pumps. The Division licenses hawkers, peddlers, motor fuel and motor oil dealers, auctioneers, motor vehicle repair shops and enforces pricing laws and regulations.

**The State Racing Commission:** The State Racing Commission regulates all pari-mutuel activities in Massachusetts. The Commission oversees thoroughbred, harness and greyhound racing; licenses all racing tracks and all owners, trainers, jockeys, veterinarians, blacksmith and other agents and employees of the tracks. The Commission also hears appeals from the decisions of the Boards of Stewards or the Boards of Judges, and monitors the security and protection of racing animals and the wagering public.

**Executive Office of Housing and Economic Development  
Historical Spending Trend-Minority Business Enterprises (MBEs)**

	FY06	FY07	FY08
Department of Business and Technology	\$70,525	\$343,220	\$395,767
Department of Housing and Community Development	*	*	\$59,470
Department of Telecommunications & Cable	\$68,925	\$89,724	\$12,581
Division of Banks	\$37,536	\$22,252	\$43,345
Division of Insurance	\$65,939	\$129,152	\$101,652
Division of Professional Licensure	\$37,657	\$30,514	\$40,840
Division of Standards	\$8,511	\$9,550	\$11,644
E.O. Housing and Community Development	*	*	\$15,474
Division of Energy Resources	\$8,856	\$8,012	*
Joint Labor Management Committee	\$3,139	\$1,523	*
Office of Consumer Affairs and Business Regulation	\$21,751	\$46,208	\$50,584
State Racing Commission	\$12,489	\$8,910	\$11,992
<b>TOTAL</b>	<b>\$1,884,938</b>	<b>\$1,915,298</b>	<b>\$275,531</b>

\*New Executive Office in FY08 reorganized departments.

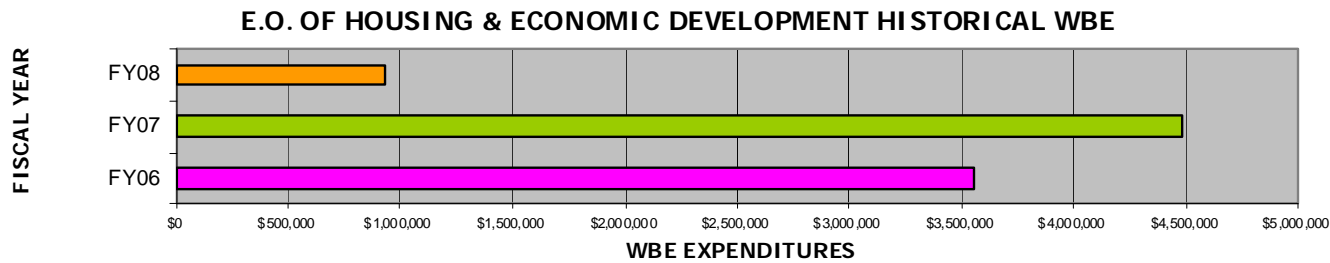


**Executive Office of Housing and Economic Development  
Historical Spending Trend-Women Business Enterprises (WBEs)**

	FY06	FY07	FY08
Department of Business and Technology	\$997,047	\$1,048,678	\$1,255,217
Department of Housing and Community Development	*	*	\$413,046
Department of Telecommunications & Cable	\$149,450	\$201,479	\$38,550
Division of Banks	\$112,127	\$208,030	\$191,200
Division of Insurance	\$69,586	\$131,046	\$528,742
Division of Professional Licensure	\$53,014	\$270,141	\$286,229
Division of Standards	\$9,848	\$9,609	\$10,316
E.O. Housing and Community Development	*	*	\$21,828
Division of Energy Resources	\$68,628	\$39,721	\$58,153
Joint Labor Management Committee	\$1,283	\$1,923	*
Board of Conciliation and Arbitration	\$7,173	\$1,275	*
Office of Consumer Affairs and Business Regulation	\$62,851	\$25,716	\$58,153
State Racing Commission	\$9,799	\$5,102	\$7,957
<b>TOTAL</b>	<b>\$3,555,348</b>	<b>\$4,479,208</b>	<b>\$935,653</b>

\*New Executive Office in FY08 reorganized departments.





**EXECUTIVE OFFICE OF HOUSING & ECONOMIC DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE Executive Office of Housing and Economic Development								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Department of Business and Technology	\$13,267,012	\$206,873	(\$81,873)	\$125,000	\$371,907	\$23,860	\$395,767	\$270,768
Department of Housing and Community Development	\$6,626,181	\$50,125	\$0	\$50,125	\$57,713	\$1,757	\$59,470	\$9,346
Department of Telecommunications and Cable	\$436,581	\$15,865	\$0	\$15,865	\$12,581	\$0	\$12,581	(\$3,284)
Division of Banks	\$1,929,217	\$29,894	\$0	\$29,894	\$35,737	\$7,608	\$43,345	\$13,451
Division of Insurance	\$3,743,524	\$97,546	\$0	\$97,546	\$74,945	\$26,707	\$101,652	\$4,107
Division of Professional Licensure	\$1,390,780	\$34,086	\$0	\$34,086	\$38,799	\$2,041	\$40,840	\$6,755
Division of Standards	\$101,762	\$9,031	\$0	\$9,031	\$11,644	\$0	\$11,644	\$2,614
Executive Office of Housing and Economic Development	\$38,893	\$12,322	\$0	\$12,322	\$15,474	\$0	\$15,474	\$3,153
Office of Consumer Affairs and Business Regulation	\$254,118	\$33,980	\$0	\$33,980	\$50,409	\$175	\$50,584	\$16,605
State Racing Commission	\$108,754	\$10,700	\$0	\$10,700	\$11,992	\$0	\$11,992	\$1,293
<b>TOTAL</b>	<b>\$27,896,822</b>	<b>\$227,556</b>	<b>\$0</b>	<b>\$227,556</b>	<b>\$239,000</b>	<b>\$36,531</b>	<b>\$275,531</b>	<b>\$47,975</b>

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HOUSING AND WORKFORCE DEVELOPMENT								
	FY08 Disc. Base	2Yr (06/07) Average	FY08 Proj. Incr	FY08 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY08 Expenditures	Variance
Department of Business and Technology (formerly E.O. includes Housing and Economic developmenet	\$13,267,012	\$1,022,863	\$0	\$1,022,863	\$1,255,217	\$48,144	\$1,303,361	\$280,499

and Office of Business Development)								
Department of Housing and Community Development	\$6,626,181	\$382,145	\$0	\$382,145	\$413,046	\$2,863	\$415,909	\$33,764
Department of Telecommunications and Cable (formerly Department of Telecommunications and Energy)	\$436,581	\$35,093	\$0	\$35,093	\$38,550	\$628	\$39,178	\$4,085
Division of Banks	\$1,929,217	\$160,079	\$0	\$160,079	\$191,200	\$8,577	\$199,777	\$39,699
Division of Insurance	\$3,743,524	\$100,316	\$0	\$100,316	\$528,742	\$30,230	\$558,972	\$458,656
Division of Professional Licensure	\$1,390,780	\$161,578	\$0	\$161,578	\$286,229	\$5,664	\$291,893	\$130,316
Division of Standards	\$101,762	\$9,729	\$0	\$9,729	\$10,316	\$0	\$10,316	\$588
Executive Office of Housing and Economic Development	\$38,893	\$9,169	\$0	\$9,169	\$21,828	\$0	\$21,828	\$12,659
Office of Consumer Affairs and Business Regulation	\$254,118	\$44,284	\$0	\$44,284	\$58,153	\$2,977	\$61,130	\$16,847
State Racing Commission	\$108,754	\$7,451	\$0	\$7,451	\$7,957	\$0	\$7,957	\$507
<b>TOTAL</b>	<b>\$27,896,822</b>	<b>\$1,777,674</b>	<b>\$0</b>	<b>\$1,932,704</b>	<b>\$2,811,238</b>	<b>\$99,083</b>	<b>\$2,910,321</b>	<b>\$977,617</b>

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# EXECUTIVE OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

## CONSTRUCTION & DESIGN

**EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

Executive Office of Housing and Community Development FY08 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 Expenditures  (Col. 3+4)	VARIANCE  (Col. 5-2)
Executive Office of Housing and Community Development	62,449,671	8,088,768	14,244,670	7,078,409	\$21,323,079	\$1,323,431

Executive Office of Housing and Community Development FY08 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY02 Expenditures  (Col. 3+4)	VARIANCE  (Col. 5-2)
Executive Office of Housing and Community Development	10,166,226	529,210	112,110	526,710	\$638,820	\$109,610

**EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

Executive Office of Housing and Community Development						
FY08 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY08 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Executive Office of Housing and Community Development	48,204,078	\$8,277,602	7,844,504	\$1,241,122	\$9,085,626	\$808,024

Executive Office of Housing and Community Development						
FY08 DESIGN AWARDS						
	1	2	3	4	5	6
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY02 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Executive Office of Housing and Community Development	7,632,783	668,797	381,023	1,399,363	1,780,386	1,111,589

## **DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT**

### **Historical Spending Trend for Construction & Design Expenditures**

<b>CONSTRUCTION EXPENDITURES</b>				<b>DESIGN EXPENDITURES</b>			
<b>Fiscal Year</b>	<b>Total Expenditures</b>	<b>M/WBE Benchmark</b>	<b>M/WBE Expenditures</b>		<b>Total Expenditures</b>	<b>M/WBE Benchmark</b>	<b>M/WBE Expenditures</b>
FY98	\$29,653,443	\$ 8,699,332	\$ 10,469,878		\$ 2,116,245	\$1,011,957	\$ 1,652,452
FY99	48,661,217	8,655,278	14,379,980		4,438,272	1,307,551	2,833,701
FY00	34,397,883	12,424,933	7,527,692		5,739,535	2,242,776	2,197,945
FY01	36,967,985	10,953,841	9,080,038		6,018,044	2,515,958	2,241,496
FY02	47,021,234	8,303,863	12,289,974		7,654,619	2,219,801	2,087,231
FY03	44,944,901	10,685,006	10,338,861		7,316,612	2,164,363	1,914,793
FY04	40,866,975	11,314,418	6,595,930		6,652,763	2,001,012	1,711,090
FY05	38,246,403	8,467,395	7,459,743		5,226,158	1,812,941	1,684,062
FY06	38,153,144	7,105,500	7,833,817		1,799,402	1,477,812	512,635
FY07	45,340,140	7,647,781	8,343,717		7,380,953	1,098,348	545,684
FY08	62,449,671	8,088,768	21,323,079		10,166,226	529,210	638,820

### Historical Spending Trend for Construction & Design Awards

CONSTRUCTION AWARDS				DESIGN AWARDS			
Fiscal Year	Total Awards	M/WBE Benchmark	M/WBE Awards		Total Awards	M/WBE Benchmark	M/WBE Awards
FY98	\$23,614,164	\$ 2,841,119	\$5,682,238		\$ 37,775	\$ 7,246	\$ 14,492
FY99	29,621,309	6,407,208	7,132,177		472,775	15,100	15,100
FY00	30,170,319	5,179,248	3,226,318		3,245,100	218,904	422,100
FY01	53,137,000	6,812,407	19,926,015		2,546,427	829,730	414,000
FY02	17,987,500	2,766,751	9,424,497		1,439,000	418,000	224,500
FY03	16,839,010	10,675,256	2,393,447		2,057,607	319,250	219,500
FY04	66,504,698	5,001,153	6,331,246		1,508,819	194,430	275,769
FY05	42,962,725	4,362,347	6,950,980		2,716,928	193,635	1,114,500
FY06	11,214,182	5,860,359	3,034,684		1,799,402	695,135	512,635
FY07	33,084,572	4,992,833	13,250,520		3,744,660	813,568	824,958
FY08	48,204,078	8,277,602	9,085,626		7,632,783	668,707	1,780,386



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# MASSHOUSING

## GOODS & SERVICES

## Message from the Executive Director

*"MassHousing, the state's affordable housing bank, has long held that its investments in affordable housing generate significant business opportunities, and that the targeting of these opportunities and jobs to communities in which that housing is located makes for stronger, self-sustaining communities. In fiscal year 2008, MassHousing continued its commitment to the implementation of an affirmative strategy which promotes procurement and contracting opportunities for minority and women business enterprises across all areas of the Agency.*

*MassHousing expended over \$1 million with minority and women business enterprises through its self-funded administrative budget (MassHousing does not receive any appropriated funds). In addition, \$57 million of awards were made to MBEs and \$32 million of awards were made to WBEs through MassHousing's construction lending programs. An additional \$39 million was expended with MBEs and \$24 million with WBEs for goods and services purchased by the owners and property managers in MassHousing's rental housing portfolio."*

Thomas R. Gleason  
Executive Director

## Mission Statement

MassHousing offers a variety of financial resources and mortgage products serving the affordable housing market. In its 42 year history, MassHousing has provided more than \$11.3 billion in financing that has created or preserved approximately 97,000 rental apartments, and which has enabled nearly 53,000 households to purchase their first home. An additional 7,300 homeowners have been served through our home improvement, deleading, and septic system repair loan programs.

## FY08 MBE Narrative\*

MassHousing established a benchmark of \$703,693 in its self-funded administrative budget for Minority Business Enterprise (MBE) participation in FY 2008. MassHousing expended \$650,333 or 92% of the projected goal with SOMWBA-certified MBE vendors. While less than the benchmark, it represented a significant increase from the prior fiscal year in which 65% of the MBE benchmark was achieved. This improvement is attributable to a variety of efforts undertaken throughout the Agency. Going forward, the Agency will continue to seek out additional contracting and procurement opportunities to ensure goal achievement.

## FY08 WBE Narrative\*

For Women Business Enterprises, the Agency established a benchmark of \$365,863. This benchmark was exceeded, with the Agency expending \$400,912 with SOMWBA-certified WBEs. The Agency will continue to seek out additional opportunities to utilize women-owned businesses.

## MassHousing Construction Projects – Statewide\*

For FY 2008, MassHousing had 17 projects under construction, representing \$234,236,869 in total awards. Of this amount, \$56,547,678 or 24.4% were awarded to MBEs and \$31,913,499 or 13.8% were awarded to WBEs and M/WBEs.

## MassHousing Portfolio Properties – Statewide\*

Of the 534 developments in MassHousing's rental housing portfolio reporting during FY 2008, a total of \$202,550,604 was expended for supplies, equipment and services across the Commonwealth. Of this amount, \$39,129,258 or 19.3% were attributed to MBE expenditures and \$24,192,647 or 11.9% to WBE and M/WBE expenditures.

### MassHousing Business Development and Technical Assistance Initiatives

1. MassHousing conducted its 18<sup>th</sup> Annual MBE/WBE Trade Fair. The Trade Fair provided approximately 100 M/WBEs with the opportunity to network and market their businesses to management company executives, property managers and general contractors in attendance.
2. The Agency sponsored a Pre-Trade Fair Vendor Workshop for approximately 50 MBEs and WBEs planning to exhibit at the Trade Fair to learn how to market their goods and services, develop business opportunities, and increase the profitability of their businesses.
3. The Agency held eight Regional Management Company Meetings across the state at which information on successful M/WBE companies was provided to management companies having difficulty meeting their MBE and WBE utilization goals.
4. The Agency provided nine Small Business Capacity-Building Workshops. These workshops were designed to help M/WBEs to:
  - Gain access to capital and credit;
  - Develop a business plan;
  - Enhance workforce development and training resources;
  - Obtain their SOMWBA Certification;
  - Develop their bidding and estimating capabilities;
  - Enhance their business information & technology systems;
  - Become more knowledgeable of business insurance needs; and
  - Market their businesses more effectively.
5. The Compliance and Diversity Division continues to collaborate with the Agency's Division Directors in advance of all RFPs being issued so as to identify and recruit qualified MBE and WBE bidders.
6. Upgrades were made to the Agency's Accounts Payable and Executive Information Systems in order to enhance the Agency's ability to monitor and report on its utilization of MBEs and WBEs in its own procurement practices.
7. Enhancements were implemented in the Agency's web-based Compliance and Diversity Monitoring System (CDMS) to facilitate the online reporting made by general contractors and property management companies.

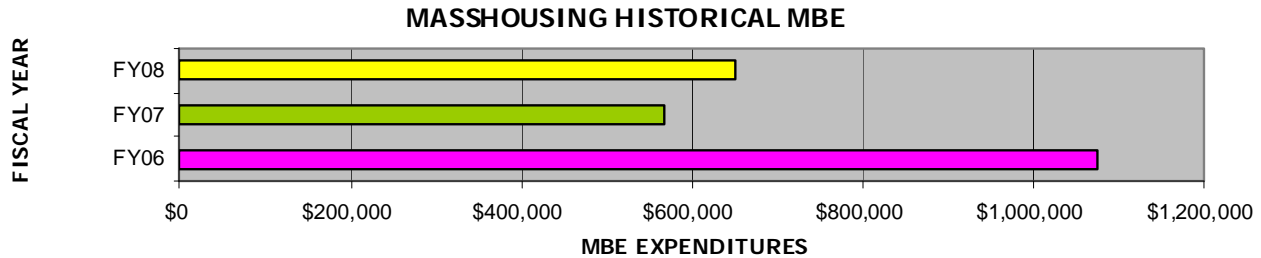
**\*Please Note:** Minority Women Owned Business dollars awarded and/or expended are counted in both MBE and WBE achievement categories.

## MASSHOUSING

### Historical Spending Trend Minority Business Enterprises (MBEs)\*

#### MassHousing

	FY06	FY07	FY08
MassHousing	\$1,075,000	\$567,544	\$650,333
<b>Total</b>	<b>\$1,075,000</b>	<b>\$567,544</b>	<b>\$650,333</b>



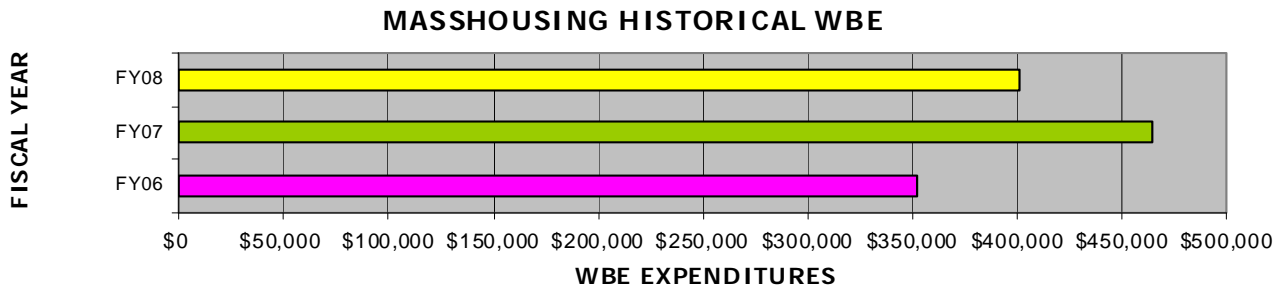
## MASSHOUSING

### Historical Spending Trend Women Business Enterprises (WBEs)\*

#### MassHousing

	FY06	FY07	FY08
MassHousing	\$352,461	\$464,961	\$400,912
<b>Total</b>	<b>\$352,461</b>	<b>\$464,961</b>	<b>\$400,912</b>

*\*Please note: Expenditure dollars for Minority Women Business Enterprises are counted in both Women and Minority Business categories.*



**MASSHOUSING  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE MASSHOUSING								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
MassHousing	\$11,517,721	\$703,693	\$0	\$703,693	\$650,333	\$0	\$650,333	(\$53,360)
<b>TOTAL</b>	<b>\$11,517,721</b>	<b>\$703,693</b>	<b>\$0</b>	<b>\$703,693</b>	<b>\$650,333</b>	<b>\$0</b>	<b>\$650,333</b>	<b>(\$53,360)</b>

WOMEN BUSINESS ENTERPRISE MASSHOUSING								
	FY08	2Yr (06/07)	FY08	FY08 MBE	Final	Sub- Contractor Payments	Total FY08	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
MassHousing	\$11,517,721	\$365,863	\$0	\$365,863	\$314,991	\$85,921	\$400,912	\$11,517,721
<b>TOTAL</b>	<b>\$11,517,721</b>	<b>\$365,863</b>	<b>\$0</b>	<b>\$365,863</b>	<b>\$314,991</b>	<b>\$85,921</b>	<b>\$400,912</b>	<b>\$11,517,721</b>

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MASSHOUSING

CONSTRUCTION  
&  
DESIGN

**MASSHOUSING  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

MASSHOUSING						
FY08 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 EXPENDITURES (Col.3+4)	VARIANCE (Col.5-2)
MassHousing	\$160,661,730	\$40,165,432	\$36,254,912	\$22,051,910	\$58,306,822	\$18,141,390
<b>Total</b>	<b>\$160,661,730</b>	<b>\$40,165,432</b>	<b>\$36,254,912</b>	<b>\$22,051,910</b>	<b>\$58,306,822</b>	<b>\$18,141,390</b>

MASSHOUSING						
FY08 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY08 Total Expenditures	FY08 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY08 EXPENDITURES (Col. 3+4)	VARIANCE (Col.5-2)
MassHousing	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**MASSHOUSING  
AFFIRMATIVE MARKET PROGRAM  
FY08 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

<b>MASSHOUSING SUMMARY</b>						
<b>FY08 CONSTRUCTION AWARDS</b>						
	1	2	3	4	5	6
	FY08 Total Total Awards	FY08M/WBE Benchmark	MBE Awards	WBE Awards	FY08 Awards (Col.3+4)	VARIANCE (Col.5-2)
MassHousing	\$232,095,719	\$58,238,677	\$56,547,678	\$31,913,499	\$88,461,177	\$30,222,500
<b>TOTAL</b>	<b>\$232,095,719</b>	<b>\$58,238,677</b>	<b>\$56,547,678</b>	<b>\$31,913,499</b>	<b>\$88,461,177</b>	<b>\$30,222,500</b>

<b>STATEWIDE SUMMARY</b>						
<b>FY08 DESIGN AWARDS</b>						
	FY08 Total Awards	FY08 M/WBE Benchmark	MBE Awards	WBE Awards	FY 02 Awards (Col.3+4)	VARIANCE (Col.5-2)
MassHousing	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>



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# APPENDIX

# APPENDIX A

## AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY BOARD



## AMP BUSINESS ADVISORY BOARD

### **Historical Background:**

The Affirmative Market Program (AMP) currently housed at OSD, was established in August of 1996 through Executive Order 390 as signed by then Governor Weld and Lt. Governor Cellucci "Establishing an Affirmative Market Program in Public Contracting". It establishes a policy to promote the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs).

In establishing Executive Order 390 the "Commonwealth has affirmed responsibility to develop and maintain equitable practices and policies in the public marketplace." The hearings and investigations that both the Massachusetts Commission Against Discrimination and the Executive Office of Transportation and Construction conducted produced the documentation necessary to demonstrate the purpose for Executive Order 390. Therefore all executive offices, agencies, departments, boards, and commissions of the Commonwealth are directed to implement the narrowly tailored Affirmative Market Program.

Subject to the approval of the Secretary of Administration and Finance or his/her designee all participating state agencies and authorities shall set annual benchmarks for spending with certified minority- and women-owned businesses. A diverse business community strengthens the economy and is beneficial to all of the citizens of the Commonwealth of Massachusetts.

### **Mission:**

To assist the Commonwealth, and its AMP participating entities in maintaining the objectives of Executive Order 390. In doing so, the AMP Business Advisory Board would be responsible for providing input, which would represent the interests of SOMWBA certified vendors. Board involvement would include, but is not limited to, feedback and input in an advisory capacity and through participation in quarterly meetings or as needed.

### **Purpose:**

The Business Advisory Board will make contributions to the program for the purpose of improving performance of AMP targets by the certified vendor community and state entities. The Business Advisory Board will serve the program directors by advising, informing and cultivating a partnership to maximize participation of minority- and women-owned businesses in the state contracting system.

### **Criteria for Selection:**

The Secretary for Administration and Finance, the State Procurement Agent and the Affirmative Market Program Executive Director will nominate potential members of the Board. Business Advisory Board members will be those minority- and women-owned, state-certified businesses participating in the Affirmative Market Program, community based programs whose mission includes the concerns of minority- and women-owned businesses, or other entities that represent the interests of minority- and women-owned businesses. All participants should be familiar with the Affirmative Market Program, Executive Order 390, and the state procurement process.

State certified businesses should maintain in good standing their certification status as mandated by EO 390 and meet all compliance of their certification requirements.

**Responsibilities:**

All qualified participants will be requested to commit to a one-year membership to the Board to be extended at the discretion of the Executive Director. Board members must commit to:

- Attend quarterly meetings and any other meetings set by program director.
- Perform in the best interest of the AMP.
- Use discretion on matters discussed at meetings.
- Partner with program Executive Directors to assist in AMP agenda and objectives.
- Provide resources, information and advice to AMP directors.
- Maintain knowledge of current procurement regulations and procedures.
- Maintain state certification status, if applicable.
- Perform assigned tasks.

**AFFIRMATIVE MARKET PROGRAM  
BUSINESS ADVISORY 2009  
AFFIRMATIVE MARKET PROGRAM  
BUSINESS ADVISORY BOARD  
2009**

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## APPENDIX B

### EXECUTIVE ORDER 390

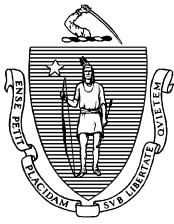
***"ESTABLISHING AN  
AFFIRMATIVE MARKET PROGRAM  
IN PUBLIC CONTRACTING"***

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## **EXECUTIVE ORDER 390**

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# **AFFIRMATIVE MARKET PROGRAM IN PUBLIC CONTRACTING**



THE COMMONWEALTH OF MASSACHUSETTS  
Executive Department  
State House Boston 02133  
(617) 727-3600

ARGEO PAUL CELLUCCI  
GOVERNOR

CHARLES D. BAKER  
SECRETARY

By His Excellency

WILLIAM F. WELD  
GOVERNOR

EXECUTIVE ORDER NO. 390

ESTABLISHING AN AFFIRMATIVE MARKET PROGRAM  
IN PUBLIC CONTRACTING

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, in 1990, the Massachusetts Commission Against Discrimination conducted hearings and investigations which documented a history of discrimination against minorities and women in the Commonwealth, and in 1994, the Executive Office of Transportation and Construction produced a Disparity Study which documented a history of discrimination against minority and women owned businesses, in which the Commonwealth's agencies were participants;

WHEREAS, this discrimination against minorities and women currently affects the utilization of minority and women owned businesses in state contracting;

WHEREAS, the Commonwealth has a compelling interest in redressing the effects of past discrimination through the utilization of the available and qualified pool of minority and women owned businesses;

NOW, THEREFORE, I, WILLIAM F. WELD, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me as Supreme Executive Magistrate, and Lieutenant Governor ARGEO PAUL CELLUCCI, do hereby order as follows:



Section 1.**Declaration of Policy** .It is the policy of the Commonwealth to promote equality in the market and, to that end, to encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

Section 2.**Affirmative Market Plans**. The Commonwealth has a compelling interest in using racial and gender based classifications for the purposes of remedying past discrimination and promoting other, non-remedial objectives such as the delivery of effective human services in the areas of public health, safety and welfare.

Subject to the approval and direction of the Secretary of Administration and Finance, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the narrowly tailored affirmative market program set forth in this Executive Order which shall include race and gender conscious goals where necessary to eliminate disparity between minority or women owned businesses (M/WBEs) and other business entities in the relevant market, defined as the Commonwealth of Massachusetts.

For purposes of this Executive Order, "minority" shall be defined as a permanent resident of the U.S. operating a business .within the Commonwealth who is black, Western Hemisphere Hispanic, Asian, American Indian, or Cape Verdean, and a "Minority Business Enterprise" (MBE) as a minority business certified by the State Office of Minority and women Business Assistance (SOMWBA) or another state Agency. A "Woman Business Enterprise" (WBE) shall be a business certified as such by SOMWBA or another state Agency.

Goals for M/WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available M/WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. SOMWBA, or its successor, shall create and maintain a current directory of certified M/WBEs which will serve as one source of information in determining the pool of available M/WBEs. Goals shall be established by the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts. The goals established in Section 1.2 of Executive Order 237 shall remain in effect until revised goals are developed pursuant to this Executive order, which shall occur promptly, but in no event later than January 1, 1997. Goals developed pursuant to this Executive Order shall be revised as necessary for the fiscal year beginning July 1, 1997 and at least every two years thereafter.

The Secretary of Administration and Finance, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for M/WBE participation (whether the goals are established pursuant to Executive Order 237 or pursuant to this Executive Order) based upon actual availability, geographic location of the project, the contractual scope of work or other relevant factors.

The Secretary of Administration and Finance, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract.

Recognizing the importance of joint ventures and partnerships involving M/WBEs in increasing the participation of M/WBEs in state contracting, the Secretary of Administration and Finance, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth.

In connection with the affirmative market program, SOMWBA shall regularly review and, where necessary, modify its certification process to ensure that it operates effectively, and shall report annually to the Secretary of Administration and Finance.

**Section 3. Capacity Development.** The Massachusetts Office of Business Development (MOBD), or its successor, is hereby designated the state Agency responsible for providing a capacity development program to M/WBEs and other interested businesses seeking to do business with the Commonwealth. The capacity development program shall include, but is not limited to, the following core areas of business development: strategic planning, financial management planning, human resource-management and planning, information technology access and management, and . marketing.

MOBD shall report annually to the Secretary of Administration and Finance on its progress in assisting M/WBEs and other businesses.

Contracting Agencies of the Commonwealth shall supplement the capacity development program provided by MOBD with industry specific assistance, training, education and procurement information.

**Section 4. Program Oversight, Enforcement and Reporting Requirements.** The Secretary of Administration and Finance shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. A Program Director shall be designated within the Executive Office of Administration and Finance to assist in program development, coordination and compliance. A Director of Enforcement shall be designated within the Executive Office of Administration and Finance with responsibility for monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with SOMWBA and the Attorney General.

Each Secretary and Agency head shall designate a highly placed individual charged with management of this program. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the Secretary of Administration and Finance or his/her designee, special provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the affirmative market program be incorporated into the fabric of general management in state government.

Each Secretariat shall report annually to the Secretary of Administration and Finance on the effectiveness of the program, including a report of the total dollar amounts awarded and actually paid to M/WBEs in all areas of state contracting. The Secretary of Administration and Finance shall report annually, within ten weeks of the issuance of the Annual Financial Report by the Office of the Comptroller, to the Minority and Women Business Enterprise Oversight Committee established by this Executive order and to the Governor.

**Section 5.Minority and Women Business Enterprise Oversight Committee.** The Secretary of Administration and Finance shall appoint a Minority and Women Business Enterprise Oversight Committee, not to exceed twenty members, which shall assist the Secretary in the implementation of this Executive order. Oversight Committee members shall serve for two year terms, except that in the initial appointments, one half shall be appointed to one year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three (3) full two year terms.

**Section 6.Independent Authorities and Public Institutions of Higher Learning.** Independent authorities and public institutions of higher learning are encouraged to adopt M/WBE policies and programs consistent with this Executive Order.

**Section 7.Sunset Provision.** The Executive Office for Administration and Finance shall review the program described in this Executive Order at least every five years. The review shall determine: whether the objectives are being met; whether the conditions giving rise to the Order continue to exist; whether race and gender neutral measures are capable of addressing the effects of discrimination without the other measures specified in the order; and whether the program described in the Order should be modified or sunsetted.

Section 8. Effective Date. With the exception of the goal component of the affirmative market program, as set forth in Section 2 of this Executive order, all provisions of this Executive Order are effective immediately. The goal component of Order 237, as set forth in Section 1.2 of Executive Order 237, shall remain in effect until revised goals - are developed pursuant to Section 2 of this Executive Order, but in no event shall it remain in effect beyond January 1, 1997. All other provisions of Executive Order 237 are hereby immediately revoked.

Given at the Executive Chamber in Boston this 6<sup>th</sup> day of August in the year one thousand nine hundred and ninety-six.

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William F. Weld, Governor  
Commonwealth of Massachusetts

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Argeo Paul Cellucci, Lieutenant Governor  
Commonwealth of Massachusetts

---

William Francis Galvin  
Secretary of the Commonwealth

**GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS**